

OCT 9 1946

Sales MANAGEMENT

TODAY'S MOST SIGNIFICANT TREND IN MANAGEMENT: DECENTRALIZATION

Why has this movement gained so much momentum? Will the trend abate or accelerate? How will it affect marketing and advertising policies? These are some of the important questions answered by John Allen Murphy in a new and exclusive series of three articles beginning in this issue. See page 37.

WESTINGHOUSE ELECTRIC CORP. sponsors a "Productive Power" road show to demonstrate modern techniques in industrial electrification. The market for fixtures, facilities and equipment totals hundreds of millions of dollars. See page 104.

OTHER FEATURES IN THIS ISSUE: A point system plan for salesmen's compensation (See page 90) . . . U. S. Rubber's adventures in television (See page 83) . . . Other articles from Pennsalt, Hotpoint, General Electric and Trane.



25 CENTS

OCTOBER 1, 1946



They have the quaint idea that spending is fun in REDBOOK, California!

Redbook families in California alone have a net income after taxes of \$702,650,000.

So it isn't much wonder that they spend nearly \$102,000,000 for food.

And with all the emphasis they put on health and beauty, their drug store bill amounts to \$15,000,000.

Here are 172,515 families who buy

100,000,000 gallons of gas and 8,000,000 quarts of oil. Their tires will cost them over \$4,000,000 as soon as they can get them.

Think of reaching *every home* in that kind of a market at a pro rata cost of \$397 a page. That's all it costs in Redbook, California. Better put it on your list.

They pay \$4,000,000 for front seats to Redbook National Show

It's one of the greatest arrays of entertainment obtainable, and every one of these families ought to know your product. They will, too, if you make the Redbook National Show your show. You can sponsor each performance (12 pages) for \$44,100.

**HIT 'EM WHERE
THEY LIVE.
.....IN**

REDBOOK, U.S.A!

*Send for the Redbook State-by-State analysis of family buying power.
Write or phone Redbook, 230 Park Avenue, New York 17, New York.*



The Weekly Star Has the Presses!

The Weekly Kansas City Star has a battery of high-speed news-paper presses—fast enough and big enough to print the entire run of 400,000 copies in two hours and fifteen minutes.

No other farm paper is so equipped!

Nowadays agriculture is news—spot news. Whether it is a subsidy ruling from Washington or a new method of combating corn borers, speed is important.

The Weekly Kansas City Star is printed every week—not once a month or twice a month. It is fast of foot, its news reaches the farmers first, a week to two weeks ahead of other farm papers.

Little wonder The Weekly Kansas City Star is the fastest growing farm publication in the Midwest.

No premiums. No contests. No clubbing offers.

Ask your advertising agent if any other farm paper covers the Midwest so thoroughly, so cheaply.

The Weekly Kansas City Star.

404-375 Paid-in-Advance Subscribers

Sales MANAGEMENT

THE MAGAZINE OF MODERN MARKETING

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*You've got to make calls
if you want to get **Results!***

FARM JOURNAL's address list, too, is a gold mine of prospects—2½ million of 'em. This abounding subscriber-list has 400,000 more names than that of any other rural magazine. Has them where they count most...in the top half counties where the nation's farm income is greatest. 81% of all FARM JOURNAL's subscribers live in these moneyed counties...constitute the calling list that's needed for the best results.

**OF THESE GREAT MAGAZINES
ONLY ONE SELLS THE RURAL MARKET**

Over 30 million people in the U.S.A. live on farms. So if you want to get national results, you've got to call on the farmers.

Farm Journal

WORLD'S LARGEST RURAL MAGAZINE
GRAHAM PATTERSON, Publisher • PHILADELPHIA 5

OCTOBER 1, 1946, \$1.25

3

SHOOT for the SIDE POCKET of every Variety Store MANAGER*



Recent Survey Proves that 77% of Variety Store Personnel Prefers a Pocket-Size Trade Publication

In a recent nation-wide survey, covering 14 percent of our effective circulation, we asked this question: "Would you like to see the 'Merchandiser' increased in size?" Out of 2,627 replies that poured in from Variety Store managers, assistants and executives in all sections of the nation, 77% voted "NO, we wouldn't! We like it just as it is."

So we're keeping the "Merchandiser" in its present handy pocket size, easy to carry and easy to use right on the selling floor . . . another reason why the "Merchandiser" is the preferred trade publication of the merchandise-ordering store managers and all other store and executive personnel.

*Total circulation of almost 22,000 includes more than 10,700 individual store managers.

... USE THE
POCKET-SIZE

SYNDICATE STORE MERCHANDISER

79 Madison Ave., New York 16, N.Y.

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SM

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October 1, 1946 Volume 57 No. 7



SALES MANAGEMENT



“Rockland, Maine, is in Boston”

Correct! Rockland, Maine, is one hundred ninety miles—as a plane flies—from the Boston airport. But since most of the “Boston Market’s” tremendous buying power is concentrated among families living far from the Hub, alert time buyers look on Rockland, Maine, as a part of “Boston”. That’s why they use WEEI.

Rockland, the lobster capital of the world and gateway to Maine’s “Vacationland”, is the center of a trading area with a population of over 34,000.[†] Like 54 cities with from 10,000 to 110,000 population, Rockland is inside WEEI’s Primary Listening Area.* In fact, more than 2,000,000 WEEI listeners live *outside* of Boston . . . in Maine, New Hampshire and Massachusetts.

Makes no difference whether you buy WEEI News, E. B. Rideout’s weather forecasts, The Farmer’s Almanac of the Air, or one of WEEI’s popular musical and variety programs. You can count on WEEI to deliver consistently high ratings throughout all of the “Boston Market”.

When you buy “Boston”, buy WEEI. It’s the surest way to win friends and influence sales in *all* of “Boston”.



†Boston University, College of Business Administration
★CBS Listening Area Study, 7th Series

The Human Side

QUAKER'S MODEL GRANDMOTHER

Would you like to adopt a Grandmother? She's pushing 80, has an incurable penchant for riding in airplanes, and loves to have her picture taken. Her name is Grandma Binney, and the Quaker Manufacturing Co. hopes you'll make heart-room for her. Grandma Binney is the company's new model and they tell us you'll be seeing a lot of her—whether you go for the Grandmother type or not.

No long ago Quaker's executives got together and decided that they were through with the palpitating and sultry brides, the cuddlesome cuties, who have been selling, via national advertising, everything from candy bars to Quaker heating equipment. The cuties, they decided (and these execs, mind you, are all men) were bordering on the banal. They started a search for a "different" model. It took a while to locate the gentlemen's collective idea of what this charmer should be, but Grandma Binney was "it." She was a professional model, "touching around 80," and when they asked her if she would come to Chicago to be extensively photographed, she said, "Yes—if I can fly."

When the plane delivered her to Chicago she stepped off and announced cheerily that she was "ready to work." Photographers posed her, hours on end, took dozens of pictures and fell for her like a ton of bricks. When the job

was finished Grandma Binney climbed on the next plane and flew back home to New York. "All in the day's work," was her parting shot.

Quaker will use her day's work for months, even years, to come. They feel that Grandma is just the girl to sell people heating equipment. The Binney features, wrinkles and all, will shine forth from the pages of magazines, from thousands of pieces of direct mail, on over-the-counter sales pieces and posters. Life size, in eight colors, Grandma's picture will stand over the company products in dealer's stores, saying such things as, "Land sakes! I ought to know about Quaker heaters. Been using them for 50 years!"

Powers models, take note. Grandma Binney is out to get your jobs.

SECOND DEGREE PHILANTHROPY

There are more ways to be a philanthropist than handing out a million in *Noblesse Oblige*—even if you wanted to do your neighbors a service, too few of us have that much gold. But we've discovered a family who solved their urge to elevate the unchosen few, and retain, at the same time, the price of a square meal. Their service is called New York Circulating Library of Paintings, and it's making its own kind of art history.

Forty years ago H. Leonard Simmons, now a prominent New York City furrier found himself at last in the fortunate position of having achieved enough greenery to purchase a work of art. A man who loved art and had worshipped it from afar, he spent the next 40 years accumulating one of the finest private collections in town. Recently, when his collection had reached the point where it was too large to find berth in his home, his two daughters made him a proposition. For years their father had been deplored the fact that too few people could afford a good painting, Art coming high. Why not, they asked, use the overflow of the Simmons collection as a sort of lending library of art? Mr. Simmons said "fine." If his girls were really serious he'd go along with their idea—the only rider was that the girls had to set up and manage the whole thing themselves.

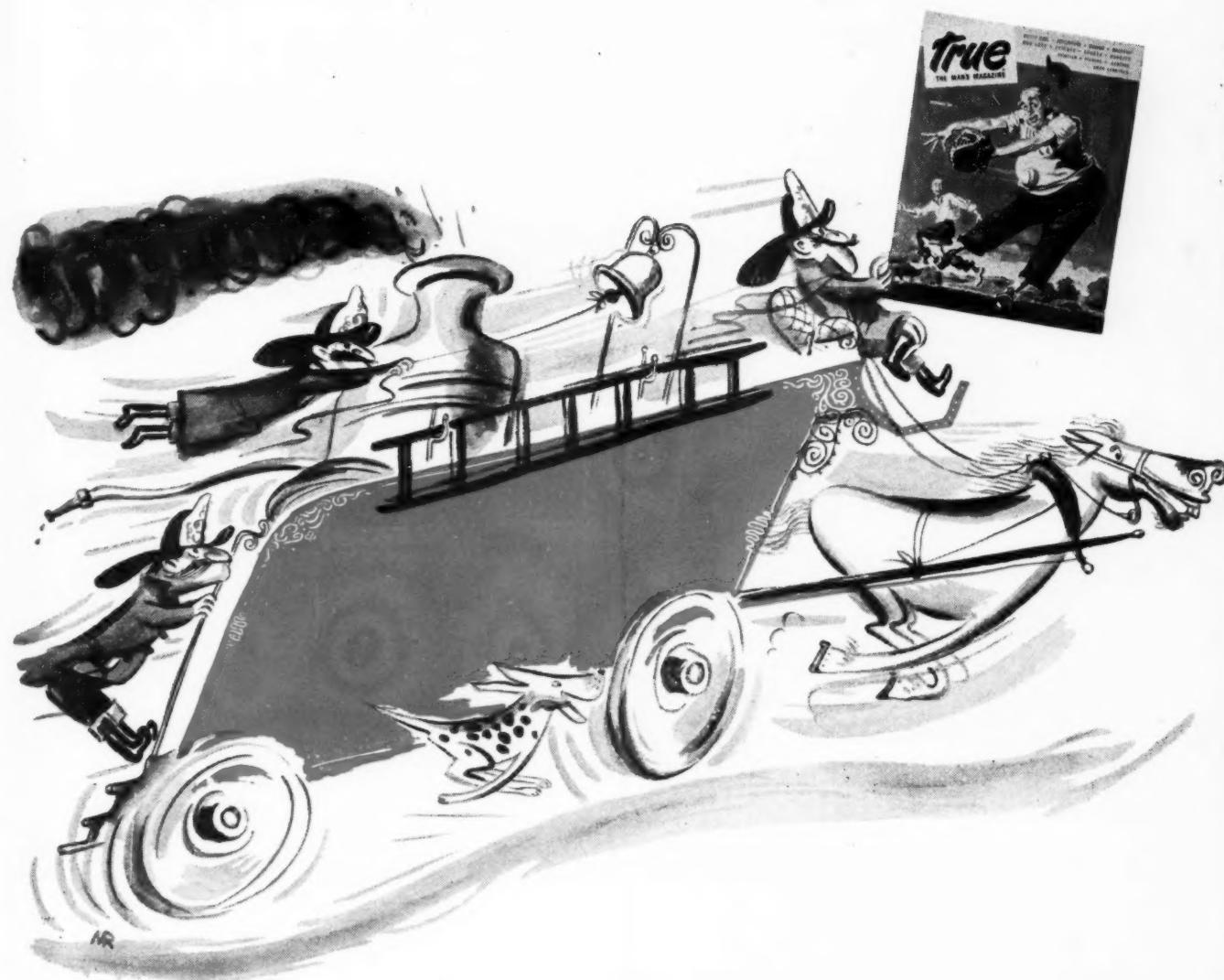
The first fly in their ointment was finding gallery space. There just wasn't, as you might suspect, any to be had. Mr. Simmons saved that day. He offered the girls the handsome basement and foyer of his elegant fur shop, and they jumped at it.

When we went to see them they had just changed their exhibition. (They put a new one on the walls each month—though there are 1300 additional paintings to choose from.) Representing the traditional school was a Degas, a Thomas Eakins. The contemporary school boasted a Corbino, a Brackman, a Utrillo. Any one of these is worth some \$2,000 (and up) and any one can be rented at a top \$50. There are numerous other canvases, in all, in watercolor, in wash, which rent for as little as three



IN THIS CORNER . . . at 80 years, is Anna Binney. Grandma's the newest wrinkle in models; holds her own with glamor gals!

true is the LARGEST SELLING, FASTESt GROWING man's magazine



WHY? because the October **TRUE**, for example, contains such great stories as these... written by men for men —

DUGAL O'LIAM graphically low-downs San Francisco's Chinatown in "To-Yen Tames the Tongs."

PAUL GALLICO climbs into the fabulous Coney Island squared ring with Jeffries and Corbett. "Was Them the Days?"

ALAN HYND tells another chilling mystery — with every word true because it's in **TRUE**. "The Case of the Mental Solution."

LUCIAN CARY, **TRUE**'s gun expert, compares Grandpa's homemade b'ar gun with today's fancy-pants shootin' irons in "They Still Shoot Muzzle-Loaders."

RAY P. HOLLAND isn't sure a cast plug or fly always means a caught fish — it could catch anything! "What D'ya Catch?"

MAJOR DONALD E. KEYHOE describes a few wildeyed, hilarious rides in a free balloon. "Look Out Below"!

PLUS the adventure, sports, humor and special men's departments which make over 180 pages of swell reading in the October **TRUE**.

SELLING almost a million copies each issue, the readers of **TRUE** are **THE** market for **YOU**.

Fawcett Publications, Inc.
295 Madison Ave., New York 17, N. Y.
World's Largest Publishers of Monthly Magazines

224,830

*North Jersey Families
intend to*

DECORATE or MODERNIZE

*... according to the recent
report of New Jersey's Department
of Economic Development*

239,378

families buy the

NEWARK EVENING NEWS

*... net paid average for our
first six months of 1946*



"A top RETAIL SALES market of the U. S. A."

dollars a month. The Simmons family has kept the prices low—purposely. As Eleanor Simmons Sadowsky says, "What's the sense of offering people art on a platter and then withdrawing it?"

You're probably wondering how their plan works. Briefly it's like this: If you're a New Yorker you'll want to drop by the gallery in person. There you'll see the exhibition and the "filed" paintings and select the one (or ones) you want. There's a minimum charge (never over two dollars) for delivery. If you're an out-of-towner the gallery will send you a stack of photographs, with full description, from which you make your selection. You pay only for the crating and the shipping. In either case you must first fill out an application form. Both Mrs. Sadowsky and her sister, Mrs. Butler were quick to tell us that an impressive bank balance isn't necessary to rent



AT 1-2-3 . . . Roger Stearns, and a sister-act, Eleanor Sadowsky and Ruth Butler have a menu confab beneath a canvas Mr. S., the club's owner, rented from the ladies. He swaps pictures monthly.

a painting. They're much more interested in whether the prospective client is a responsible person.

The gallery, at its own expense, insures each painting. While they expect you to take decent care of the picture, if your house burns down you're fully protected. But suppose, after you've had the leased picture for a year (the limit) you find you can't give it up; that it's become a part of you and your home? In most cases you're saved—the majority of the paintings may be bought. And what's still better, the money you've paid out in rent will be credited toward the purchase price!

Mrs. Sadowsky tells us that some of the biggest corporations in the country rent their paintings to lend a note of distinction and charm to reception rooms and to executives' offices. And one swank New York City nightclub, (the 1-2-3) swaps in its rented painting for another each month.

NEWS REEL



RUSSELL E. VREELAND is named vice-president in charge of sales and advertising and is elected a director of Grove Laboratories, Inc.



WILLIAM MOORE STUART, vice-president, general manager since 1934 of The Martin-Senour Co., is named president of the company.



NORTHAM WARREN CORP. names J. Ernest Redmile (right) sales manager. Mr. Redmile formerly represented the company in Philadelphia, Baltimore, Washington, and Pittsburgh. At the same time the company announces appointment of Dana W. Rhines (left) as field sales manager.

DON H. COLLINS is appointed the advertising director of the Hastings Manufacturing Co., and associate firm, The Casite Corp.



J. PAUL CARROLL, who has been with American Brake Shoe Co. since 1943, has been appointed the advertising manager of the company.



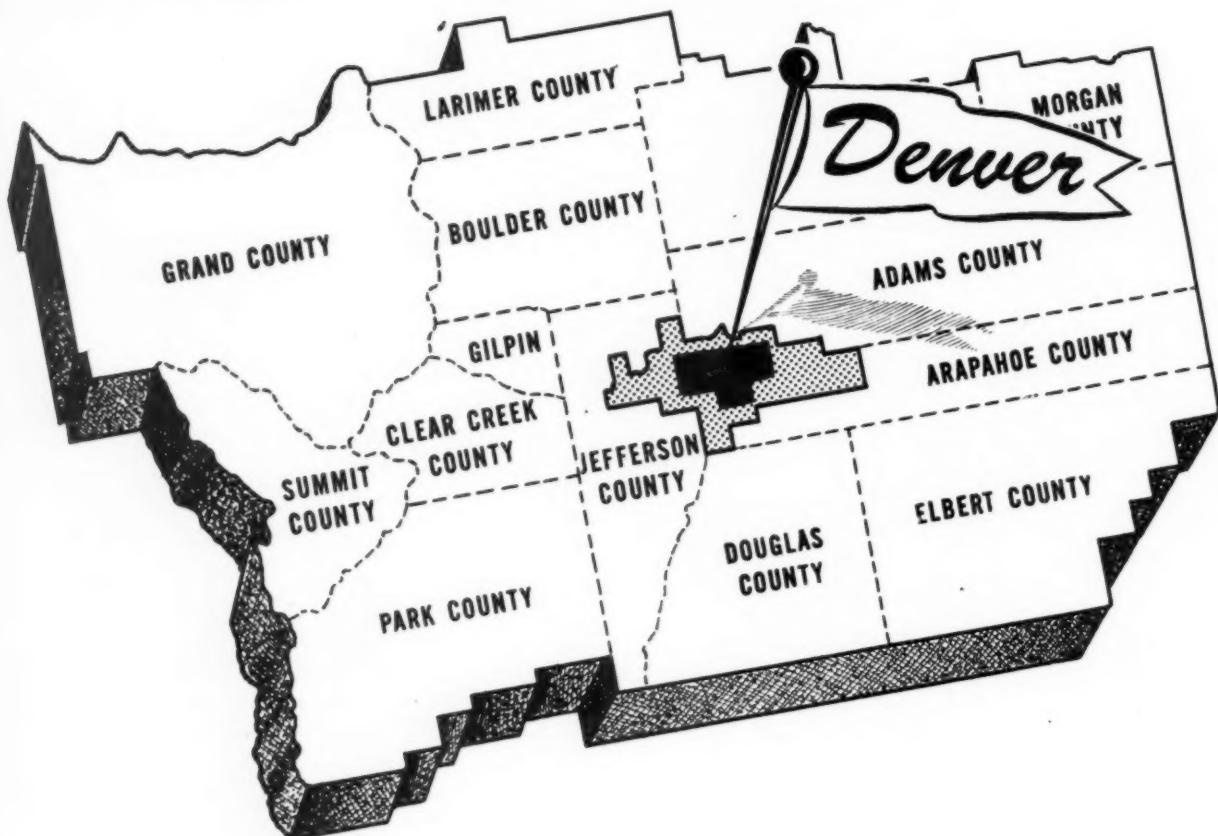
QUENTIN D. PIERCE has been named the director of sales and advertising for the Consolidated Royal Chemical Corp., Chicago.



WILSON B. WADLOW is named sales manager of Goodall Co., Stanley E. Selonick, the firm's new executive vice-president, announces.

CIRCULATION

that really covers your market!



JUST LOOK AT THESE COVERAGE FIGURES*

	DAILY	SUNDAY	MAP KEY
A.B.C. CITY	94%	99%	■
RETAIL TRADING ZONE	83%	92%	□

*RATIO OF CIRCULATION TO FAMILIES IN THE RESPECTIVE ZONES

If you aren't in
THE DENVER POST
you aren't in
THE ROCKY MOUNTAIN EMPIRE

Editor and Publisher
PALMER HOYT

Represented Nationally by
PAUL BLOCK AND ASSOCIATES

**THE
DENVER POST**

The Voice of the Rocky Mountain Empire



SPEAKING OF MAJOR MARKETS

Is Cleveland a major market? Sure! 368,200 families earn \$1,777,209,000 a year and spend \$910,253,000 in retail sales.

Is Detroit a major market? Sure! 734,100 families earn \$3,175,199,000 a year and spend \$1,834,878,000 in retail sales.

Is St. Louis a major market? Sure! 453,200 families earn \$1,730,046,000 a year and spend \$764,972,000 a year in retail sales.

Is WNAX a major market? I'll say it is! 2,022,700 families earn \$6,763,960,000 a year and spend \$4,143,796,000 in retail sales. More than these other three markets combined. WNAX delivers this market . . . 1946 Diary Survey proves it. Ask Katz.

570
on the dial

WNAX

Affiliated with the American Broadcasting Co. WNAX is available with KRNZ and WMT as the Mid-States Group. Ask the Katz Agency for Rates.

A Cowles Station

SIOUX CITY - YANKTON



YOU MAY RENT this unusual 25-year executive experience and use it as a confidential part of your own organization:

General Manager
General Sales Manager
Public Relations Director
Sales Training Director
Advertising Director
Advertising Agency Owner!!
Nationally known public speaker; author of eight books; magazine writer; educator and lecturer.
COUNSEL in all phases of Distribution . . . Sales, Merchandising, Advertising, Sales Promotion, Sales Training, Public Relations . . . on Wholesale, Retail, Manufacturing, and Mail Order levels.

On what subjects would you like help? *Use this Check List:*

- * National Sales Operations
- * Departmental Organization
- * Sales and Market Research
- * Middle Management Training
- * Dealer-Distributor Service
- * Recruiting of Salesmen
- * Selection of Salesmen
- * Salesmen's Equipment
- * Sales Stimulation
- * Sales Letters & Bulletins
- * Reports and Forms
- * Sales Manuals
- * Sales Training Courses
- * Retraining and Refreshing
- * Presentations & Portfolios
- * Catalog Modernization
- * Sales Meetings and Clinics
- * Public Speaking Hints
- * How To Use Direct Mail
- * How To Use Advertising and Sales Promotion
- * Public Relations for Employees, Distributors, Dealers, and Consumers.

Write or telephone . . .

HARRY SIMMONS

Sales Consultant
Hotel Beacon, 2130 Broadway
New York 23, N. Y.
(Telephone: TRafalgar 7-2500)



And now in brown October, the best of all possible seasons has been born for your reporter, by nature a "Fall Guy."

I have waited for Orville Reed to come up with this revised version, but there is no use in holding it any longer:

A wonderful bird is the pelican;
His beak holds as much as his belican.
He can hold in his Bikini
Enough bombs for a wikini,
And nobody knows how the helican.

"Arabia is a country devoid of insane asylums. There are nomad people there."—*East Falls Bulletin*.

NIT—"Isn't a fife a baby flute?"
WIT—"Yeah; a babe in the woodwinds."

Frank Sherburne kicks in with a string of quickies: Slogan for Scotch Tape: "Holiday for strings" . . . The nation would be well advised to emulate the bakers and cut down on the loaf . . . Both men and women yearn to pat Sinatra on the head, the only question being the matter of force . . . A sample in the hand is worth three adjectives . . . A Pullman is a bedroom with upper and lower snories . . . Ad for an electric iron: "For that pressing engagement" . . . English teachers never die; they merely pass on to the infinitive . . . Complete coverage gives each territory its dew.

JACK—"Can Dorothy do the old-fashioned dances?"

JILL—"Yes, she's often referred to as 'Polka Dot'."

Boys do outgrow their clothes, so I can understand Pop when he says: "Junior is busting out all over."

Madeleine Carroll has married a French Resistance officer. I can't understand resistance in connection with Madeleine.

Twinkle, twinkle, little star,
Out of reach like that new car.

Name for a racketeer's country place: "Shady Deal."

The headline-writers missed an opportunity awhile back when subsidies for the dairy industry were canceled: "Sighted Subsidies, Sank Same."

HEADLINE PARADE
Keep your ice-cubes cool and collected.—*Kromex Frig-i-tor*.

Just 20 years ago, Warners made a movie that talked.—*Warner Bros.*

What ever happened to Mrs. Young's lovely baby?—*Ivory Soap*.

Long time no sea?—*Chalfonte-Haddon Hall hotels*.

Perfume that spins a moment into a memory.—*Breathless by Charbert*.

My O'Brien's Almond Butter Crunch costs too much, but it's worth it!—*O'Brien's of California*.

Makes midsummer "knights" dream.—*Drene Shampoo*.

Million-heirs know what they want.—*Fawcett Comics Group*.

He "talked" . . . and to a city slicker!—*The Boston Globe*.

Growing . . . without pains!—*Outdoors Magazine*.

Dep't of Understatement: "Slain Man Called Ill."—Headline.

"That's when steak was 20¢ a pound!" says an advertisement. And also when you could get steak.

Mary had a little lamb,
A most astounding feat;
Considering the market-jam
And scarcity of meat.

A Los Angeles press-agent topped most of the silly-season stunts by personally hatching an ostrich-egg. He sold the picture-rights to a movie-company for \$2,000. Not so silly!

Tessie O'Paque says she's thinking of trying that Japanese Diet to see what it'll do for her figure.

More comics than any other Texas paper



... just another reason why The Chronicle is *First* in Houston

LAUGHING MATTER is a serious business with Houstonians. That's why The Chronicle — daily and Sunday — publishes more funnies, comics that is, than any other newspaper in Texas.

America's favorite comics — such as those appearing in The Chronicle — are a *top* form of reading with adults as well as children. Day by day these strips unfold the lives and careers of comic characters as though they were real

people. And readers, acceding to simple, human emotion, share the ups and downs of their cartoon friends with breathless suspense.

This day-in and day-out interest in Chronicle comics maintains a reader following which pays big dividends to Chronicle advertisers. Publishing more funnies than any other Texas newspaper is still another proof of The Chronicle's leadership and readership in this major market.

**The Houston Market is sold
when your story is told
... in The Chronicle**

**THE HOUSTON
CHRONICLE**

R. W. McCARTHY THE BRANHAM COMPANY
National Advertising Manager National Representatives

First in CIRCULATION and ADVERTISING for the 33rd CONSECUTIVE YEAR

OCTOBER 1, 1946



9 out of 10

**NEW YORK ADULTS RIDE
THE NEW YORK SUBWAYS**

COVERAGE: 89% of adults ride

EXPOSURE: 23 minutes per ride

REPETITION: 26 rides a month

COLOR: All you want

... this is subway advertising!

CAR CARDS • STATION POSTERS



NEW YORK SUBWAYS

Advertising Company, Inc.

Member of NATA

630 Fifth Ave., New York 20, N. Y. • 410 N. Michigan Ave., Chicago 11, Ill.

Philadelphia was host to the Lions International this past Summer. Everywhere you looked, you could say: "A Lion is in the Streets."

There's something to be said for the semi-colon or the exclamation-point. At least, it cannot be called "an uncertain period."

Writes *Grit's* Louise Hall: "Is the profession reforming, or how else would you account for the fact that Charles Luckman, youthful president of Lever Bros., seems to have escaped being tagged 'Lucky' Luckman? Or don't I read the proper trade-papers?"

NIT—"You say he has a split personality?"

WIT—"Yeah; a regular Dr. Schizo and Mr. Phrenic."

On a trip to the West Coast, Jack Lutz spotted a sign in Mansfield, Ohio, reading: "Guaranteed Used Cars." He says they looked it. Another, at King City, Calif., reading: "Atlas Tires," brings Jack's comment: "Who *wouldn't*, after all these years with such a troubled world on his shoulders?"

With a bow to Falstaff Openshaw, Herb Dickson sends a jingle, which he calls "Time for roasting-ears again":

While materials were scarce,
There was lots of big talk;
Keeping them satisfied
Was really tough going;
But with plenty now,
They're beginning to balk,
As some of our salesmen's
Slips are showing.

That was a readable booklet by *Newsweek*, entitled: "Style comes in 9-point caledonia." A pocket at the back contained a pamphlet captioned: "What *Newsweek* Wants! A Blueprint for the Staff and Correspondents."

Significant lead-paragraph: "This is in no wise intended to insult your intelligence. Nor is it a set of rules to be followed out the window. It is merely an attempt, by a few of your editors, to put on paper the basic things that *Newsweek* wants to tell, and, as such, it is earnestly recommended for your study."

"The ability to speak several languages is valuable, but the ability to keep your mouth shut in one language is priceless." — *Typo Graphic*.

SALES MANAGEMENT

Lions
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Is the
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years

Here's what "Big Time" buyers say about WCOP's new power



GILLETTE SAFETY RAZOR COMPANY
BOSTON, U.S.A.

July 5, 1946

Harry D. Goodwin, Promotion Manager
Station WCOP
Copley Plaza Hotel
Boston, Mass.

Dear Mr. Goodwin:-

It certainly was good to have WCOP increase its power to 5000 watts. As the key ABC station in this area, broadcasting our regular Friday night boxing bouts and other sports events it gives us coverage in important metropolitan markets that we were not reaching previously.

More and more power to WCOP.

Cordially yours,

The signature of J. J. Lambert, written in cursive script.
J. J. Lambert
Asst. Advertising Manager

JJL/w

With ten times more power than formerly, WCOP's new 5000-watt signal carries an advertiser's message to every corner of the Greater Boston area — a market of 3,000,000 people. Right along with it goes WCOP's intensive merchandising service. That's why WCOP adds up to the shrewdest buy in Boston for your advertising dollar!

WCOP Boston

A Cowles Station
Exclusive American Broadcasting Company Outlet in Boston

OCTOBER 1, 1946

Hommes?
Femmes?

You Catch BOTH
in the Courier-Express

In 1945, men's apparel stores placed **65.7%** of their advertising in this man's paper.

Among the women's apparel stores **56.6%** of the advertising lineage appeared in this favorite woman's paper.

You can trust the preference of these on-the-scene advertisers to know that in Buffalo

... You Need the

Buffalo Courier-Express

BUFFALO'S ONLY
MORNING & SUNDAY NEWSPAPER



SWIFT'S Did It!

— "results have indeed been gratifying."

OTTO STAEDELMAN
NEEDHAM, LOUIS AND BORBY, INC.



WARD-GRIFFITH CO.
National Representatives, Offices in Principal Cities

WASHINGTON BULLETIN BOARD

Business Cycle

Are we headed for a boom-bust?

Washington is always optimistic about the future, as well as decidedly vague. It has been proved wrong before, in fact, its predictions about non-employment and other matters in the last year have been entirely off.

However, the general impression in Washington is that we are headed for a boom, and if there is to be a bust, it will be a long time in the future.

Department of Commerce experts claim the country is entering an inflationary boom . . . that there will be continued expansion of industrial production . . . that there are increased employment prospects in 82 out of 95 important labor markets.

Under Secretary of Commerce Alfred Schindler declared "there will be no limit on national production once American labor makes up its mind to get busy and go to work." He predicted that "the greatest problem facing American industry is the problem of what to do about moving the vast quantities of merchandise that will be produced for the consumer, once the present pent-up demand is met and satisfied."

FTC Revisions

Is it true that President Truman has some more policy changes forthcoming for the Federal Trade Commission?

President Truman considers the FTC and its work of such importance in the business economy that he will discuss it shortly in a major presidential speech. He will expand on the theme that FTC and business should work together, rather than FTC appearing in the role of prosecutor. He also will discuss in detail the policy previously revealed partially by Commissioner Lowell Mason for industry-wide fair trade practice codes to supplant as far as possible the citing and prosecution of isolated or individual violations.

Revised rules of practice and procedure and other organizational functions of FTC—along with all other Governmental agencies—will be pub-

lished in the Federal Register on December 11 under terms of the Administrative Procedures Act. This document will give U. S. business a detailed chart of what it may expect from FTC under the Truman plan, and what it must do to keep its skirts clean with FTC. In the meantime, the President's speech on this subject will have been made.

Consumer Spending

Is purchasing power still at an all-time high?

Washington reports consumer purchasing power at a record high. Income payments reported for July were higher than any other time of record, taxes reduced.

It is estimated that total income payments are to be over 160 billion for the rest of the year. From a half to three quarters of this may be utilized for consumer expenditures. If so, this will exceed the best spending periods in history.

Of course all such figures must be taken with qualifications based on possible strikes or international disturbances.

Department of Commerce has released a map showing per capita incomes of the civilian population in each state during 1945.

Market Census

What are the chances of getting a business census next year?

It is now considered certain among business observers in Washington that the Bureau of the Budget will go along with the President's recommendations for a business census and for a regular census of manufacturers next year. However, Congress is going to remain economy-minded and, since statistical programs are of little interest to the general public, may find it politically safe to vote down appropriations for these censuses, as was done this year. It is recommended that all business firms, marketing groups, and others who need these statistics see that Congress is adequately informed as to their usefulness and importance. Such support of the Census Bureau was sadly lacking during the past session of Congress.

SALES MANAGEMENT



Smoke stopper...

Heavy industry and the railroads, plus soft coal fields nearby, plus human nature... made smoke prevention in Chicago an almost abstract civic virtue. But one hard-boiled idealist on the Chicago Sun staff cleared away a lot of Chicago's smoke—with only four scorching articles.

Milburn P. Akers used slingshot strategy... started January 2, 1946, just six days before the City Council set up its annual budget—startled New Year celebrants with his bad news... \$35,000,000 smoke damage annually... lung blackening soot in the average individual's 35 lb. daily air intake... the fact that the city had 27 smoke inspectors in 1910, but in 1945 with almost twice the population and 2½ times as much coal burned, smoke inspectors numbered only 28—to check 1,000,000 heating plants!... the legal loopholes, such as permitting stacks to belch six minutes out of every hour while firing... smoke resulting from faulty consumption and soft law enforcement rather than soft coal... millions spent on protecting milk, water, food, traffic, but peanuts on smoke protection!

On January 8, the Finance Committee decided to increase the staff of smoke inspectors, and a Municipal Court judge refused to vacate fines against two railroads for smoke violation... On January 9, the City Council tightened up the law, added 7 inspectors, kicked up the Smoke Abatement Engineer's salary... January 11, the Chicago Association of Commerce began an educational program for coal consumers... On January 23, the City Prosecutor started sending arrest orders instead of warning notices to violators... For more sunshine, purer air this year, whiter washing and cleaner cuffs, Chicagoans can thank Milburn Akers and the Chicago Sun!

THE SUN gets action in Chicago!... A wanted newspaper, the Sun means a lot to people who mean the most in Chicago. Published in the public interest it has an interested public that pays attention to everything in The Sun—including the advertising. And while The Sun's more than 350,000 circulation doesn't include the whole Chicago market, it includes enough of it to make a resultful advertising medium—gave this four year old paper more than a million lines a month in 1946... second place in department stores and a frequent first in results... While you can't reach all of Chicago with The Sun—today you can't reach all of it, and some of the best of it, without The Sun!

THE CHICAGO SUN

400 West Madison St., Chicago 6, Ill.

250 Park Avenue, New York 17, N. Y.

National Representatives, The Branham Co.



SALES MANAGEMENT'S 1946 "Survey of Buying Power" shows why Tacoma-Pierce County ranks as the second market of Washington State, second in population . . . in retail sales . . . in effective buying income. Coverage of this primary market requires the dominant News Tribune—reaching 74% of the "Second Market Families" with circulation in excess of 60,000 daily!

The **TACOMA** **News Tribune**

REPRESENTED NATIONALLY BY LORENZEN & THOMPSON, INC.

Retail Sales Trends

Are high retail sales records continuing?

According to Nelson A. Miller, Chief of the Marketing Division of the Department of Commerce, sales in retail stores in the first seven months of 1946 were at an annual rate of \$93,000,000,000—"the largest in the Nation's history."

Part of this, however, could be attributed to price rises which he termed a "sobering and realistic factor." Total income payments rose 116% from 1939 to 1946, while sales advanced only 82% in the same period. Net income to farmers climbed in that period from four to over eleven billion.

Price Control

What is the truth behind the reports that majority of items will be de-controlled from price ceilings within a short time?

Most of the speculation in this respect is correct. John M. Bulkley, OPA's de-control expert, is authority for the statement that removal of price ceilings will be greatly speeded up during the next few months. He thinks that by the end of the year OPA will have on the de-control list everything that is unimportant to the cost of living or is in good enough supply to satisfy current demand. Regardless of what happens in basic wage and price control policies, now apparently out of hand, manufacturers and distributors can count on practically everything which is not clearly in the "cost of living" column to be free from controls by 1947.

Income Shifts

Are buying power changes of the war period likely to continue with peacetime buying?

The Department of Commerce claims that in coming months the South and Far West will gain in buying power and be at a much higher rate than before the war.

This is based on the Department's survey of total income payments—including wages and salaries, rents and royalties, dividends and company income. The survey was made in the last period of 1945, after most war production had ceased.

Civilian income was distributed as follows: New England 7.2%; Middle East 29.1%; Southeast 13.2%; Southwest 5.6%; Central 28.4%; Northwest 5%; Far West 11.4%.

SALES MANAGEMENT

SIGNIFICANT TRENDS

As seen by an editor of SALES MANAGEMENT for the fortnight ending October 1, 1946

WHAT SENT STOCKS DOWN?

Guesses are a dime a dozen as to the causes of the stock market recession, but the two theories which command the most attention are the sudden increase in inventories and a what's-the-use attitude on the part of management and investors which is traced to what they consider exorbitant demands of labor, and declining labor productivity.

If the worry came about the increase in inventories it was doubtless stimulated by the opening sentence in the Department of Commerce "Industry Survey." That opening sentence is, "Manufacturers' inventories reached an all time peak value at the end of July of \$18 billion." Probably those who started the fire did not read any further in the report. If they had done so they would have seen this: "On the basis of the relation of dollar value of inventories to sales existing in the pre-war decade, the value of manufacturers' inventories at the end of July were about in line with dollar sales; inventories in distributors' hands were still low on the same comparative basis."

Here are the actual inventory changes—percent change in 1946 from same month in 1945.

	Manufacturers	Wholesalers	Retailers
January	-1.4%	7.0%	1.2%
February	0.6	8.3	1.1
March	2.7	11.5	2.1
April	3.3	11.8	2.1
May	4.4	14.8	2.9
June	6.4	17.0	8.0
July	10.6	24.0	16.1

An expert in inventory control, A. W. Zelomek, interprets these figures in this fashion—that inventories in July were *not* too high, that inventories are *still* not too high, and that the entire significance of the inventory statistics is that they point forward to a time a few months hence when stocks *will* be ample, and to a few months beyond that when they will be *excessive*.

He urges his clients to accept the conclusion that production and wholesale prices at current levels, or even higher levels before the year end, will lead to inventory excesses in the first half of 1947.

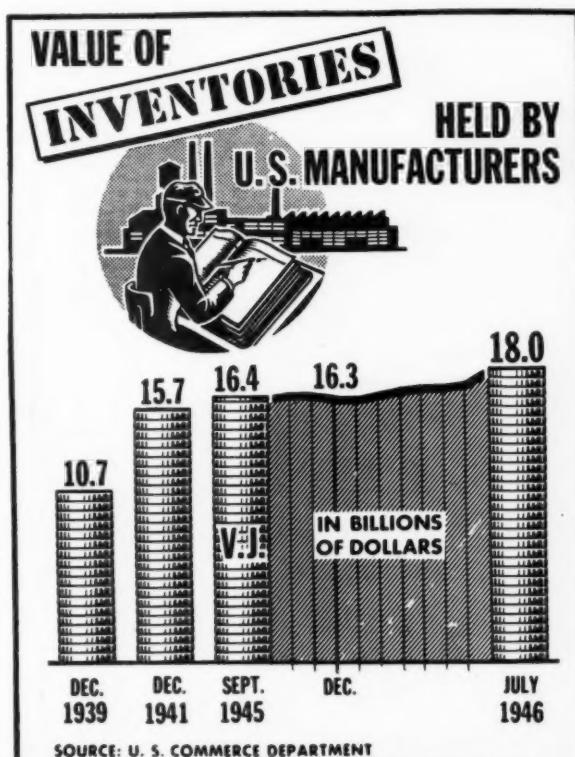
J. A. Livingston in the *Washington Post* draws some very interesting distinctions between the 1920 and 1929 situations and those of today. He says that they followed a long period of high production and extensive expenditures on new plant and equipment, automobiles, refrigerators, home furnishings and clothes. "Today, the world has just come through a great war; plants were destroyed and those that were not destroyed worked overtime. Railroad equipment is run down; machinery is obsolete; housing is insufficient and inadequate; warehouses are old-fashioned; stores need rehabilitation; clothes are worn out. As a consequence, it's going to take longer to fill the

industrial pipe lines, to build up inventories to the price-bust point . . . there's a hard core of consumer demand for automobiles, refrigerators, houses, plumbing equipment, beds, sheetings, clothes and so on. To be sure, some buyers will be affected by the stock market drop. But they're marginal purchasers, not those who don't have a car or are doubled up in houses with their in-laws. . . . Don't assume that the market is prophesying a long-term business depression. There's just too much buying power around, too much cash, too much employment, and too much necessary demand for goods."

NEW APPROACH BY LABOR

Edson Blair, a very astute Washington observer who writes for *Barron's Weekly*, says that signs are growing that big labor is getting ready to strike a deal with big management to keep production going—without a new, inflationary round of wage boosts, and without major steel or automobile strikes. He goes on to say "whether it works out that way, when the crucial contract-expiration dates roll around, may finally depend on whether management responds cooperatively to 'new approach' overtures shortly to be made by labor leaders."

He wrote that after finishing a swing through industrial centers, including Pittsburgh and Detroit, and putting those observations together with what he picked up in the national capital he reaches the conclusion that the top non-Communists in the labor unions are seriously con-



cerned with the outlook and do not want conflict in the coming months if it can be avoided. "They know enough economics to know that a second round of wage boosts would do no more than kite prices upward again, and tend to restrict the number of jobs available for their own members by pricing automobiles and similar hard-goods out of reach of more and more families. They know that the \$160 billion of national income, which looks so rosy on paper, does not represent as thick a creamy market as many suppose, because so much of it represents added income of families rising from the \$800 to the \$1,800 class."

From other things that I have heard, I think that Edson Blair's assumptions are correct, but present relations between management and labor are very similar to those between Soviet Russia and the United States. Both are suspicious; neither is willing to go half-way.

CARRY-BACKS ARE NOT OUTLAWED

The always interesting and usually accurate *United States News* said in its September 13 issue: "Profits outlook also is obscured by 1947 changes in business taxes. Carry-backs served to cushion deficits in 1946 by providing refunds of taxes paid in 1944 and 1945. *But carry-backs cannot be used in 1947.*" (Italics are SM's.)

The last sentence is inaccurate, and we point it out because the profit picture enters into the budget set for all types of selling, including augmenting the sales force and increasing appropriations for advertising and sales promotion. Carry-backs of operating losses from 1947 can be used to reduce the taxes paid in 1945 and 1946.

According to J. K. Lasser, the nationally-famous tax expert, the editor was confused because the *unused excess profits tax* credit carry-back does go out at the end of this year. What the editor did not note is that corporate taxes are no longer based on a single year accounting. Recent tax law has done much to destroy the theory of annual income accounting. In Mr. Lasser's own words: "Actually, you often compute your taxes on your income over a long cycle of years. For example, our carry-backs and carry-forwards of losses in operations are now allowed as a deduction over a cycle of five years. . . . If a company loses money in 1947, the amount of that loss serves to reduce the income on which it paid taxes in 1945 and 1946. You then get an automatic re-calculation of 1945 and 1946 taxes and get a refund. And, you can get the refund very quickly if you want to."

So the combination of this carry-back provision plus the elimination of excess profits taxes puts most companies in a position where the net to the stockholders should compare favorably with both war and pre-war years, even though costs have risen tremendously. And speaking of corporate taxes—wouldn't it be nice if individuals had the same break as corporations and we were able to compute taxes on our incomes over a long cycle of years?

DISTRIBUTION COSTS TO INCREASE

If you don't have a copy now, write to the Chamber of Commerce in Washington for a copy of their pamphlet, "Distribution Costs in Expanding Markets." It's a very able review of the entire problem. The committee that prepared it subscribes to the theory that over the long run the tendency inevitably will be for the cost of distribution, as contrasted with the cost of production, to become a higher percentage of the total cost of goods

and services to the consumer—that as local markets have grown to become national in scope, production costs have been reduced because the increased volume has made possible greater production per man-hour—but that in order to get the product to the consumer, distribution activities have been expanded and costs have gone up accordingly. Thus production costs have been "transferred," i.e., distribution costs have been increased in lieu of production costs.

The study has valuable chapters on personal selling, pricing, merchandising, packaging, advertising and sales promotion, transportation and storage, cost accounting, research and legislative policies.

SIGNIFICANT SHORTS

How Advertisers Will Meet Rising Costs: in a national survey the magazine, *Industrial Marketing*, asked advertisers what steps they were taking to maintain the full force of their advertising in the face of rising costs for space and time. The five reasons which cropped up most frequently were: increased budgets to compensate for rising costs, 29%; repeat advertisement more often, 19%; use smaller space units in publications, 11%; careful appraisal of media to weed out weak circulations, 8%; eliminate marginal or fringe books, 7%.

"Ditch-Digging" Advertising: That is the title of an unpretentious but exceedingly valuable book which the Schuyler Hopper Co., 12 East 41 Street, New York 17, is offering at one buck. It will be particularly valuable to sales and advertising managers who have the problem of making members of the board of directors understand the profit function of advertising. It demonstrates the simple arithmetic of advertising and charts, the procedures for making it work in selling industrial products.

Will Your Son Be a Mortician? A current release of the Bureau of the Census forecasts the Nation's population by decades up to the year 2,000. In another 30 years the population will be practically stationary—deaths will equal births. Mortuary parlors will be pointed out as being the most rapidly growing business; fathers will suggest it to their sons as a profession. Currently the funeral directors are embarked on a campaign for public support in an effort to force OPA to release them from price control. The keynote of their campaign is "How did funeral service get to be a cost-of-living item?"

Who Will Buy The Used Cars: A new Crowell-Collier survey finds that 64% of all owners of cars which, when purchased, were second-hand jobs, are now in the market for new cars. "In the past it has been found that new car buyers were habitual new car buyers, and used car buyers were habitual used car buyers. There is evidence that today this situation has changed; the big majority of used car owners will want a new car."

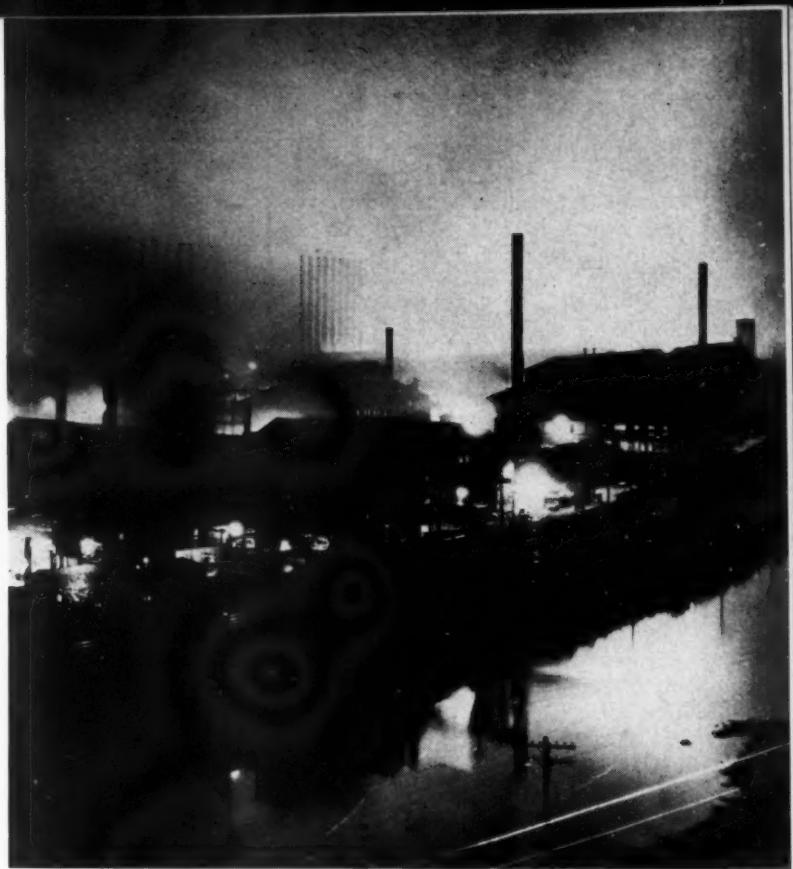
Are You Glad to See Salesmen? We all want our salesmen to be made welcome at the plants and offices they visit, but do we put out the welcome mat to salesmen who visit us? Some companies do it—and cash in handsomely in added good-will. Salesmen are great talkers—for or against you. For an example of a salesman's welcome folder which makes the salesman feel at home—insures him of prompt attention—briefs him on the persons he should see and the history and products of the company—write to H. C. Harvey, President, Harvey Paper Products Co., Sturgis, Mich.; ask for "Welcome to Harvey's."

PHILIP SALISBURY

SALES MANAGEMENT

What's Behind Today's Trend Toward Decentralization

BY JOHN ALLEN MURPHY



"Fission" is a word that is not the exclusive property of physicists. For fission—a "scattering of parts"—is taking place at a rapid rate in American industry. It will have an important impact on marketing methods and policies.

There is a trend toward decentralized management.

This tendency was under way long before the war, but since V-J Day it has been vastly accelerated. It is not surprising that among larger corporations the trend is overwhelming. But it is both surprising and significant that numerous smaller companies are extending full management responsibility down through the ranks of their organizations.

This development is the immediate result of two primary causes: (1) physical decentralization, (2) the war.

Physical decentralization has been going on for many years, although at a steadily mounting tempo. An increasing number of concerns have found it both feasible and practical to decentralize their physical set-ups. They established manufacturing

plants and assembly centers in various parts of the country. The automotive industry set the pattern for this type of operation. But it is now accepted in many lines as the most efficient method of manufacturing—if the size of the business justifies this kind of an establishment.

The war had a tremendous influence on decentralization. Many instrumentalities are being given credit for winning the war. Decentralization should be counted among them and should be placed near the top of the list. Certainly without it we could not have won the war, for without it the miracle of production which distinguished our war effort could not have happened.

Decentralization geared our manufacturing potential to the highest notch. It got the whole Nation producing. Gigantic plants sprang up on the Pacific Coast, on the plains of the Middle West and throughout the South. The farm in Minnesota on which I was born became the center of a vast powder works.

Sub-contracting, which is a decentralized technique, played a major role in war production. It enabled tens of thousands of small businesses

to do their bit. It made it possible for whole villages in Maine and Michigan and Wisconsin and Louisiana and elsewhere throughout the land to join in the production miracle. It turned garages and kitchens and barns into miniature factories.

With the spreading out of the business structure under physical decentralization, the deficiencies of central management became evident. Management which was capable of running one large plant or even a group of closely located small plants, was lost when it had to direct the operation of widely separated or unrelated plants. There may have been a few business geniuses who could do so, but the trouble is there are not enough of these geniuses to go around.

Big business was reaching the saturation point because top management was unable to get its authority and power and ability to penetrate effectively through all the layers of the huge structure under its control. All business, even the smaller type of organization, was handicapped for lack of adequate management at each level of operation.

The war demonstrated that it is effective management which makes business successful—management not only at the top but down through the organization. The emergency that confronted the Nation quickly developed hundreds of thousands of managers with initiative, enterprise, resourcefulness, and directive ability.

This war experience, added to the

One of a Series:

This is Part I of a three-part article on Decentralization.

experience of such companies as General Motors, Chrysler, Ford, duPont, the large rubber manufacturers, and others that have been successful in following a policy of decentralization right along, has enabled industry as a whole to work out a plan of decentralized management which coordinates top management with bottom-up management. The techniques that have been developed to bring these two types of management to work on the same team will be described in this series:

First, however, we must examine some of the principal reasons why business is decentralizing from the physical standpoint. After all it is this physical decentralization that makes decentralized management necessary.

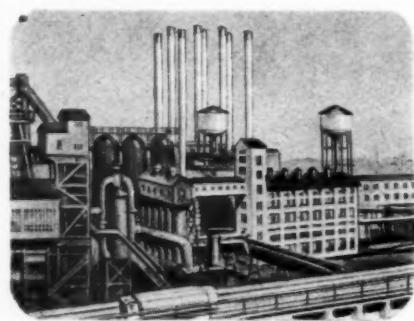
There are 12 main reasons for physical decentralization:

1. A principal cause of physical decentralization is mergers and consolidations. During the last 50 years thousands of plants have been merged into larger entities. The practice for a quarter of a century has been to continue many of these merged plants as separate businesses. Also when a company greatly diversifies its line and gets into several fields of business, whether through merger or otherwise, it cannot jumble the manufacture of these lines in one plant. Obviously, they must be made in different plants.

2. Climate. Many businesses have reached out for more favorable climate or for greater diversity of climatic conditions. The textile industry has done this, although air conditioning has rendered the textile industry, as well as a number of other businesses, less dependent on climate.

One business, however, that cannot air condition is Dennis' Water Cress. C. E. Dennis operates a water cress farm in Martinsburg, W. Va. By starting another farm in Alabama, he gets virtually an all-year production and thus has become the water cress king of the United States.

3. Labor: Manufacturers have diversified their plants to get better labor conditions. This is another reason for decentralization that does not produce the advantages that it once did. Nevertheless it is still necessary for many manufacturers to diversify in order to gain access to an adequate number of workers. For instance the Hickok Manufacturing Co. has its main plant at Rochester, N. Y. However it operates 14 branch plants in as many upstate New York towns. Obviously the main reason is to reach trained leather workers who are located in these places.



12 FACTORS THAT ARE ACCELERATING DECENTRALIZATION:

1. Mergers and consolidation of plants.
2. Climatic conditions.
3. Labor conditions.
4. Congestion in manufacturing communities.
5. The need for proximity to markets.
6. Freight and cartage charges. (High rates often mean the setting up of branches.)

4. Congestion: This is becoming an increasingly important cause of physical decentralization. Even a single large industry could not locate its entire production capacity in one community without bringing about hopeless congestion and confusion. For example, the motor car industry could not be self-contained in Detroit. General Motors, Ford, and Chrysler each buy from several thousand suppliers. These suppliers are located all over the United States. It would be physically impossible to center them in even several states. A more practical plan is for the car manufacturers themselves to decentralize their plants, which not only lessens the congestion in their home communities, but also makes them more accessible to their suppliers.

5. Closeness to markets. Industries formerly were located in close proximity to their raw materials. This is relatively less important than it once was. It is now more vital that they be located near their markets. If the home plant is out of the market center, frequently additional plants will be placed strategically with respect to markets.

Another aspect of this point is that nearly all new businessmen start their enterprises in the towns where they happen to be living at the time. They do not look for ideal locations. So after their businesses have grown to some size, they may find it more practical to open branches than to move the main plant.

6. Freight. Freight and cartage charges are today a principal reason for plant decentralization. High freight charges have so increased carrying costs that a large number of concerns are now anxiously looking around for branch locations.

7. Uniform pricing. This is another cause of decentralization. With all buyers getting the same prices, regardless of where they are located, the manufacturer can gain a competitive advantage by establishing branch plants nearer to his markets.

8. Power availability. The availability of power used to play a tremendous part in the location of a business. In the early days textile manufacturers located on certain rivers in the East to get water power. Today, however, power sources are so generally available in this country that a manufacturer can locate his branches where it seems best.

9. Integration. Integration of lines is a characteristic of present-day big business. Integrating the line is a logical way to expand a business. Under this system a company may start with one product and keep adding closely allied products until it has an extensive line. Eventually there may be so many things in the line that there may seem to be no connection between them, but if the family were developed logically, and not in crazy-quilt fashion, the relationship is there nevertheless.

Take the Glidden Co. as an illus-

SALES MANAGEMENT

7. Uniform pricing. (Manufacturers can gain this competitive advantage by establishing branch plants nearer to markets).

8. Availability of power.

9. Integration of many new and diversified lines.

10. Development of laboratories for product research.

11. Organization of businesses into "Divisions."

12. A number of miscellaneous new factors—such as the desire to produce more efficiently in the economical one-story plant, the demand for parking space for workers' cars, the need for enormous quantities of water in some industrial processes, etc.

tration. Forty years ago Glidden was a varnish manufacturer. Gradually it added paints and pigments. This led it into the soybean business and into a line of chemicals. Soybeans led to foods and so on. Today Glidden has seven major lines: paints, chemicals and pigments, soybean products, foods, vegetable oils, metals and minerals, naval stores.

Procter & Gamble developed in the same way. At first it made soap, a cleaning product in which fats were used. Now it has an extensive line, but as far as I know, it includes only cleansing products or products based on fats.

DuPont expanded in the same manner as did most other chemical companies. It is the history of the expansion of the Koppers Co.; its extensive line sprang from coke. It is the history of the growth of American Brake Shoe Co. Its "department store" of parts started with brake shoes. It is the way Johnson and Johnson, Pittsburgh Plate Glass Co., and scores of others grew.

10. Laboratories: Many integrated lines today are the result of laboratory development. That is the route through which our great chemical lines were brought into existence. General Motors is a spawn of laboratory development. The Glidden Company has 26 laboratories developing new products. Even the laboratory and pilot plant of such a comparatively small company as Union Oil Co. has turned out more

than 500 products. And more than 2,000 companies have such laboratories which are turning out a steady stream of new products for their decentralized plant set-ups.

11. Divisions: The division is currently a favorite type of organization. Many large companies are grouped into divisions. Numerous concerns today list their divisions under their signatures in their advertising. For instance, Olin Industries, Dresser Industries, Allied Chemical and Dye Corp., Borg-Warner, Food Machinery Corp., and so on.

Many of these companies have interesting histories. Take Food Machinery Corp. It was founded by John Bean in the 1880's. John Bean, an eastern manufacturer, retired in mid-life and went to California for his health. He bought an almond orchard at San Jose and was finding renewed health tending his beloved orchard. Then came the San Jose scale, which threatened the destruction of his orchard. He developed a spraying pump which turned back the scale. His neighbors asked him to make similar spraying devices for them. Before he knew it he found himself back in manufacturing again. But he turned his new business over to his son-in-law. Anyway from that sprayer grew the Food Machinery Corp., with its many divisions, all of which have some connection with food manufacturing.

The division is an excellent organization device for segregating ma-

jer activities of a business or for preserving the identity and corporation integrity of companies that may have been merged or acquired. Divisions are for all practical purposes separate businesses and usually continue all of the functions of an independent business. It is one of the most efficient agencies that decentralization has produced.

12. A number of new factors are influencing manufacturers to decentralize. One of these is their desire to handle at least part of their production in the more efficient, more economical one-story type of plant. The multi-story plant is regarded as out-of-date in many ways. But the one-story plant requires acreage whereas a multi-story factory can be put up in a square block. Unfortunately the close-in to the city locations that are available in many places are squarish plots which will not accommodate the long, narrow one-story plant.

Another of these new factors is the demand for parking space for workers' cars. The parking lot alone today requires far more space than the factory formerly took. To get enough space for the plant, for parking and for other requirements, the plant usually must be located out in the country. This again creates problems.

Another factor is that a number of modern industrial processes create unpleasant odors which make these businesses unwelcome to many communities. Still another is the enormous quantity of water used in numerous industrial processes. Finding locations where water is available and not at a prohibitive rate, is often difficult.

Physical decentralization is today proceeding faster than ever before. Many communities are being overwhelmed with inquiries from site seekers, and particularly in Southern California, are hard put to find suitable locations for all of the companies seeking them.

The scientific selection of plant locations has developed into a new profession, in which several engineering firms and management organizations are specializing. Also several chain store location experts, who have long experience in picking sites for chain units, are establishing themselves as consultants.

In this series, however, I am not concerned with physical decentralization in itself. I am considering it only because this labyrinthine, sprawling type of manufacturing organization would collapse of its own weight were it not for decentralized management. I will explain why in succeeding articles.



ONCE HE DUG DITCHES . . . now Joseph M. Trickett, Dean of Golden Gate College is planning to turn out men equipped to hoe a better row in management circles. Joe Trickett has felt for a long time that there should be, in addition to B.A.'s and B.S.'s a *B.M.* degree. Beginning with his Fall session anyone who wants to earn a Bachelor of Management degree can. He's drawn his faculty from the ranks of active business and public leadership—sensibly located the Management School in downtown San Francisco. After Dean Trickett got his degree as Master of Business Administration he elected to embellish it with a little practical know-how. He went to work for Standard Oil as a common laborer. That's where the ditch-digging came in. Years later, convinced of the need for management training, after conducting courses in the Government's War Training Program, he turned his back on his important job as Director of Organization Planning at Columbia Steel, in favor of the cloistered life.

They're In



BOARD—NOT BORED—MAN . . . Curtis Publishing Co.'s President Walter D. Fuller keeps young because he's always meeting different types of people in his Board duties—and because he's got a boat. It takes 16 lines to print the list of offices which he holds and now he's added another—he's the new president of the National Publishers Association, Inc. One more, he protests, and he'll never be able to steal off to Bayhead, where it's berthed, and take down the motor on his gasoline boat! Born in Iowa he moved East when he was still in knickers and went to school in Connecticut. Started his business career in a bank as its smallest cog. His home is in Penn Valley and it, with his neighbors, rates next to the boat as his hobby. He manages to find time to sit on the Lower Merion Township Planning Commission which he says isn't a bit afraid of him. He's a family man too—two girls and a boy help keep him in line.

JACK OF ALL TRADES . . . and master of most, is Ellis Emmons Reed, public relations director for Air France. In his time he's been actor, teacher, artist, newspaper reporter, lecturer, salesman and now he's an author! At the request of the University of Argentina he's written a book on salesmanship, to put South of the Border students on the American sales beam. "Successful Selling" will be published in Spanish—an English edition probably will follow. Mr. Reed knows his locales—he recently took a trip over Latin and South America, pushing his way into the hinterlands. Discovered that even in places where planes were the only transportation the British and the Argentinians and the French were selling—but the U. S. had been lying down on the job. He's introduced the theory of Service With a French Touch for Air France. Plane interiors are in soft pastels, French stewardesses serve a dinner, complete to vintage champagne, which lasts 440 miles. In other words, when you board the plane you're in France! Oui oui.



in the News

WHO'S AFRAID . . . of controversial subjects? Not John McPherrin—as editor of *American Druggist* he crusades for manufacturers by kicking into the open subjects too hot for them to handle—and, by the same token, educates his druggists. A few years ago, as account executive on Pepsodent, he shot Dick Berlin (exec. v.p.) so many suggestions in re: what he'd do if he was editor of *American Druggist* that Mr. B. stole him away from advertising! John made one stipulation—he was to be free to edit with new thinking. Says he has to compete with *everything* his 50,000 subscribers read. Edited under such a premise *American Druggist* talks about such things as Peace, citizenship, would be as stimulating to a textile manufacturer as to a druggist. Each year his July issue shoots the works. This time it carried special articles by such non-drug big shots as Henry Wallace and Paul Hoffman, on how druggists can better their communities. Because he knows the mind of the small businessman he's been put on the Information Committee, The Committee for Economic Development.



Hotpoint's Packaged All-Electric Kitchens Double Sales

Based on an Interview with **WARD R. SCHAFER**

Vice-President, Edison General Electric (Hotpoint) Appliance Co.

It was no surprise when ex-servicemen snapped up the first 1,011 kitchen units, but it was a marketing eye-opener when they bought so much optional equipment that average purchases ran to \$1,000 instead of budget-size \$500.

In the exceedingly brief time of 60 days this summer the Edison General Electric Appliance Co., Chicago, makers of Hotpoint appliances, sold and is readying for delivery more than \$1,000,000, retail value, worth of its complete electric kitchens. Under a plan carefully worked out these all will go into new homes completed for veterans of World War II. This was the first actual market test of a program started four years ago. Executives of the company hold that its initial success proves the value of Hotpoint's "kitchen package" plan.

Because of the extremely large demand for complete kitchens and individual appliances, the company meticulously allocated the first full units. Distributors, dealers and builders were required to guarantee delivery to veterans first. One thousand kitchens were allocated to the United States proper, 10 to Hawaii and one to Alaska.

Optional Equipment Sells

Surprises followed quickly after the announcement was made. It had been planned to keep the unit cost of the complete kitchen as low as possible to fit the pocketbooks of returned soldiers. The complete kitchen, as outlined, consisted of an electric stove, a refrigerator, a cabinet sink and five wall-and-base cabinets. Other appliances such as water heaters, home freezers, clothes washers, flat-plate ironers, clothes dryers, dishwashers, and disposals were optional.

The complete veteran's electric kitchen, with minimum equipment as planned, would have cost delivered to the home-site, between \$475 and \$500. To the amazement of Hotpoint so many of the optional items were selected that the retail cost of the 1,011 kitchens averaged in the neighborhood of \$1,000 each.

In making its allotments, Hotpoint based its distribution on SALES MAN-

AGEMENT'S Survey of Buying Power. This worked out to give the New York area 75 kitchens, the Chicago area approximately 50, Los Angeles area about 25, and so on. Seventy distributors and 30 branch houses cooperated in the distribution.

"With the shortage of labor-saving and wanted appliances what it is," says Ward R. Schafer, vice-president, "we foresaw that no returned G. I. could accumulate units for a complete electric kitchen installation in any one spot. This program makes complete kitchens possible. There is no point in having a refrigerator and no stove, or a sink and no refrigerator when a newly married fellow is moving into a new home. We want to make it possible for the returned soldier to get a usable kitchen package for his new house.

"We know, of course, that spreading 1,000 kitchens across the Nation is a very thin job, only a toehold. This sort of distribution, however, seems to us to be the fairest method possible to distributors, dealers, builders and veterans. It also means that veterans and others in all parts of the country will be enabled to see these kitchens, or hear about them, and so can make their plans to get them as fast as they are available.

"By scattering them broadly many more distributors, dealers and builders have learned about the possibilities of such complete installations. The object lesson is there. The plan also gives Hotpoint an over-all picture of what appliances are most wanted, how big the average 'package' will be, and helps us to lay out our manufacturing program. The distributor, dealer and builder are given a better view of the coming demands in their own localized territories.

"We were surprised to find that 75% of the veterans wanted one or more pieces of laundry equipment; that more than half of them wanted a

home freeze unit; we were amazed to learn that more than 30% desired our automatic electric dishwasher which retails for approximately \$250.

"Information of this kind will encourage salesmen to follow through and get larger orders as soon as the industry catches up with demands. It should mean a great deal to them when competitive selling comes back."

Hotpoint in its current program refers to its all-electric kitchen as its "Here Today Kitchen." This implies that it is in production and is available—almost at least. It invites the order. A summary of the program as announced at the beginning of the campaign to distribute the initial thousand kitchens to veterans was mapped out as follows:

Cooperating Organizations:

1. Hotpoint manufactures complete all-electric kitchens and home laundries.
2. Hotpoint distributors will receive extra appliance allocations according to territorial allotments.
3. Hotpoint dealers through whom, at distributors' discretion, kitchens will be supplied and serviced for homes.
4. Builders, each one selected, will receive a kitchen for one home or one to each project if he has several projects.
5. Electric utility companies that will assist in arrangements for adequate wiring and other needs, including a tie-up with their local electric kitchen advertising.
6. Sub-contractors, such as plumbers, to install kitchen sanitation equipment and other appliances according to local practices and codes.

Procedures:

1. Hotpoint will supply several hundred ensembles of appliances as ordered by distributors on quota basis. If a specific distributor does not order his full quota for veteran housing it will be allocated elsewhere.

(a) These "Here Today Kitchen" appliances must be ordered for veterans' homes.

(b) Hotpoint will plan "Here Today Kitchens" for builders at \$3 per plan.

(c) Hotpoint will provide promotional aids, including outdoor signs; kitchen cards; kitchen layout service; newspaper mats, and a specially designed general service portfolio with specification sheets and installation instructions. Also available will be a home building booklet explaining the usefulness and profit opportunities of electric kitchen installations.

2. Hotpoint distributors will work with dealers, builders, electric utilities and service contractors (plumbers, etc.) to get "Here Today Kitchens" into every possible veteran's home allowable under this allocation:

(a) Distributors will submit builders' orders with builders' names, location of home, and plan of kitchen, to Hotpoint.

(b) Submit pictures of home and kitchen, including price of both when completed.

(c) Arrange for builder to get Hotpoint's kitchen plan at \$3.

(d) Supply dealers with promotional aids and at his discretion permit dealers to share in the sales of these kitchens.

(e) He will assist dealers and builders in providing financing for "Here Today Kitchens" favorable to the veteran who will purchase the house in keeping with good established merchandising practices.

3. Where a dealer is designated to participate in the sale, he will assist in the promotion and advertising of the program in his community. In addition, he will be responsible for product service.

4. Builders will select appliances for their kitchens according to the plan from among the following Hotpoint appliances: refrigerators, ranges, kitchen sinks, sink cabinets, dishwashers, disposals, water heaters, clothes washers, clothes dryers and ironers.

His minimum order will be: one Hotpoint electric range, one Hotpoint refrigerator, one Hotpoint electric water heater (where a favorable rate exists), Hotpoint metal cabinets (as specified in his plan), one cabinet sink. Optional appliances: dishwasher, disposal, laundry equipment, etc.

Builders must also:

(a) Agree to identify a house under construction with an outdoor sign as provided by Hotpoint.

(b) Open home for local inspection for 30 days after completion.

(c) Permit pictures of home ex-



INVITES INSPECTION: This poster stays for 30 days on every veteran's new house equipped with Hotpoint's new package all-electric kitchen. It's part of a sales package.

terior and interior, including kitchen for possible national as well as local publicity.

(d) Display "Hotpoint Here Today" all-electric kitchen card.

(e) Agree to let Hotpoint advise on correct installation of all appliances according to procedures developed by Hotpoint Institute in conformity with local codes and regulations.

Financing for Veterans: The builder and distributor, as well as the dealer, should give careful consideration to the matter of including all "Here Today Kitchens" by Hotpoint for veterans under the original house mortgage.

As a step toward a better understanding of the greatly increased market for electric kitchens, the most modern and easiest payment plan should be a part of these first homes with all-electric kitchens. As part of a national plan each community can contribute good-will toward the electric and building industries.

Publicity and Public Relations: Far-sighted and progressive distributors, dealers and builders who cooperate with Hotpoint in the nationwide "Here Today Kitchen" program stand to benefit in the eyes of their communities far in excess of the effort necessary to participate.

Because of this, a selected group of national publications reaching consumers, architects, builders and others interested in the house future of America are being invited to participate on an editorial basis in the "Here Today Kitchen" by Hotpoint program.

Where possible, specific house plans will be supplied by national publications available to local builders. These plans, in many instances, will be drawn by outstanding architects and they will bring to the local group concerned a large return in public relations benefits extending far beyond the borders of their communities.

The above program, outlining the current action, Mr. Schafer says, is the result of long-term studies instituted more than a year ago. He added that production of electric appliances during the first half of 1946 was disappointing. However, Hotpoint's output is steadily improving. The all-electric "package" kitchen program could move faster if the company were not under pressure to supply its share of over-the-counter appliances to the general consumer trade.

An added problem has arisen due to appeals for equipment for Quonset hut installations. Thousands of these huts have been erected on campuses of universities and colleges across the country to give housing, if not wholly satisfactory, to married veterans who are returning to school with Government aid.

Until veterans' needs are met, the general public will have to stand back and wait. In the meantime these G.I. kitchens will be models to fashion after. They will be, in a measure, "show windows." The returning soldier will set the example. His lead will be followed by his elders. In a thousand communities these kitchens, made possible by the special allocation, will be temporarily thrown open to those who wish to make a personal inspection.



DOORSTEP TO THE FUTURE: (above) Entrance to the Lighting Institute faces Lake Erie. The foyer, lighted with one of G-E's newest lamps, the "Slimline," forecasts what you are likely to see in a few years in theaters, hotels, restaurants, offices. Alternate sources of light are glass panels set flush with acoustic tile ceiling.

WGAR AIRS NELA: G-E's astute public relations department overlooked no bets on the day of the press pre-view. Here Sid Andorn of Station WGAR is interviewing Charles E. Wilson, president of G-E (center) and Philip D. Reed, G-E's chairman of the board.



Nela Park Reopens . . . A Camera Report On G-E's Lighting Training Center

Nela Park is open again. General Electric's huge lighting laboratory and sales training center in Cleveland, rebuilt and equipped to the nines with demonstration units, classrooms, display devices and visual learning aids, was formally re-dedicated September 11. A pre-view for the press was held September 10.

Classes of trainees are already in session. Engineers and salesmen of lamps and lighting connected with utilities, lamp and fixture wholesalers, contractors, and retailers come in for intensive study courses in lighting fundamentals, advanced lighting applications, and special conferences. Important, also, are regular meetings there for building and plant managers and superintendents who come to the Institute to study their individual lighting problems in schools, offices and stores. There will also be lighting conferences for architects and consulting engineers.

Each classification of lighting application receives specialized attention in this "University of Light." One section of the main building, for example, is given over to retail store setups, where demonstrations of modern lighting techniques for specialty shops, grocery stores, drug

stores and soda fountains can be held. A livingroom-kitchen unit embodies scores of ideas in home lighting. A model wholesale display room encourages emphasis on creative selling ideas. G-E's own machine and wood working shop demonstrates lighting adaptable to industrial areas.

There's a photographic room, a special display of miniature lamps, a color room for the study of color as a controllable factor in environment, and in the appearance of people, materials of decoration, and articles of merchandise. Synthetic sunshine is created in the Sun Deck to demonstrate installations for hospitals and athletic clubs. Two special areas called the "Q and Q" rooms are study centers for quantity and quality of light as each is related to various human seeing tasks. Outdoors a test street demonstrates the latest technical developments in fluorescent street lighting. The whole layout is a sales executive's dream of an ideal setting for stimulating the imagination of the customer and the lighting man who serves him, and for training and re-training the men and women who sell lighting in any branch of consumer or industrial markets.

On these and the following two

pages we tour the Institute with a photographer. While limited space forbids coverage of more than the highlights, the pictures will provide a good over-all view of the way the Lamp Department of General Electric has chosen to organize and set up the Institute. They will give more than a hint of the way the company has exploited the inherent dramatic qualities of the products it has to sell. No one can successfully *describe* lighting effects and lighting qualities; he has to *see*. And the Institute's push-button paradise enables him to do so.

Schools in lighting started at Nela Park as early as 1921. This year is, therefore, the Institute's 25th anniversary. In that quarter-century facilities have, of course, expanded enormously, to the place where Nela Park now covers 85 acres. There are 16 ivy-covered buildings of Georgian architecture on the "campus," and there's an adjoining outdoor camp where, during the warm months, the students are quartered. Nearly a million visitors have been clocked in since the Institute opened. The name "Nela," by the way, was coined from the initial letters of National Electric Lamp Association.

SMORGASBORD AHEAD: (below) P. D. Parker, general manager, Eastern Sales Division, Lamp Department, (left), and E. E. Potter, vice-president, pause for the pop of a flashlight bulb as they move, with the press-day crowd, toward a buffet table laden with delicacies in the best Swedish holiday tradition.

GIHTING INSTITU



AT THE FORMAL DEDICATION: Formal ceremonies opened the Institute on September 11, the day after the press pre-view. A highlight was a dedication speech by Mrs. Thomas A. Edison, wife of the inventor. The camera catches her chatting with President C. E. Wilson (standing) and M. L. Sloan, the vice-president and general manager, Lamp Department.



INDUSTRIAL ARCHITECTURE FOR TODAY: (above) The glass-walled foyer faces out on a circular fountain pool. A system of jets and colored flood lights blends a rainbow of tints with charging geysers of water reminiscent of some of the memorable night shows at the World's Fair. Color effects range from blue through green, amber and white. Bust at right is that of Thomas A. Edison, father of the electric lamp.



FOYER DISPLAYS: (above) Every exhibit embodies some new twist of display technique. At the far left, a three-dimensional chart traces the history of the advancement in electric lamps since Edison's day. (center) A visual story of lamps, from sand to finished product, enlivened by a miniature diorama in which figurines are posed to show each stage in the manufacturing process. (right) In a huge wired shadow box sequences of colored bulbs light up to show location of G-E manufacturing, distributing and sales centers



MADE-TO-ORDER SUNBEAMS: The Sun Deck (left) demonstrates just how far industrial ingenuity can go toward duplicating, with man-made lamps, the health-giving qualities of sunshine. Potential markets: hospitals, athletic clubs, industrial plants, and, with some modification, centers for plant growth research and material testing. Here at Nela Park water bubbles atop the slanting glass ceiling.

NO-SQUINT SCHOOLROOMS: (Below) One man standing at a switchboard in this model school room can demonstrate several different types of incandescent and fluorescent systems for providing efficient and comfortable light for students. Desk tops are exhibited in three different finishes, to reveal importance of material and color of reflecting surfaces. To gain higher visibility, glass chalkboards succeed the slate blackboard. Germicidal lamps protect students from respiratory infections.



Nela Park

Continued from page 45



GREETERS: The whole G-E lamp family turned out to greet the visiting penmen at the press pre-view. Among the hosts (l. to r.): R. P. Burrows, assistant manager, Lamp Department; C. M. Cutler, Chairman, Institute Planning Board; L. P. Moyer, Advertising Division, Lamp Department; W. H. Robinson, Jr., manager, Advertising Division, Lamp Department. They're standing in front of a bulletin board on which are exhibit samples of G-E promotion.

NOT A "MODEL HOUSE"—says G-E—rather, a laboratory. (Below) They call it "Horizon House," and it's a gadgeteer's paradise. A cabinet control panel with 80 switches enables G-E to call into play scores of lighting combinations to show pleasant lighting for conversational groups, for reading, for dining, or for formal evening entertaining in which the light flatters satins and jewels. Quality of light proves fluorescent is not really "grewsome," reveals how light can contribute feeling of coolness for summer, of warmth for winter. Floor and table lamps are custom-made to incorporate entirely new ideas gained from studies in combining circline fluorescent and filament lamps. Adjoining the living-dining room is a kitchen-laundry demonstrating lighting properly keyed to work units.



WE'RE HANDLING

142,000,000

LOCAL CALLS A DAY



That's 25,000,000 more than a year ago—and an all-time high.

It didn't seem possible that available equipment, with such additions as we could make, could be stretched to handle an increase like that. But it's been done despite shortages of materials and other handicaps. Best of all, service keeps on being good on most calls.

There are delays once in a while but we're doing our best to make them fewer and fewer. Service will be better than ever as soon as new equipment can be made and installed.

BELL TELEPHONE SYSTEM



Nela Park

Continued from page 46



LIGHT AS A SALES TOOL: G-E's whole sales approach to retailers is crystallized in what they call "The Three A's": Attraction, Appraisal, Atmosphere. Exhibits at the Institute demonstrate all three. In the specialty shop (above), for example, variations of lighting show how to bring out color and texture in fabrics. In the grocery unit (left) indirect and back-of-shelf lighting provide high visibility, accentuate appetite appeal in such items as orange marmalade. The bright box at the right demonstrates how small-unit, high-profit merchandise can be displayed to gain attention value.



SEEING, HEARING, LEARNING: Primary function of the Lighting Institute is that of serving as a training center for executives and salesmen in all branches of lighting. This group of utility men came in the day after formal re-dedication. (Left) Engineer Robert Dorsey brings the students up to date on developments in fluorescent. (Below) Staff instructor E. A. Lindsay explains the newest techniques in shadow-box lighting. During the warm months of the year students are quartered in tents at the camp which adjoins the Institute grounds. Between classes they swim, pitch horseshoes, play baseball, or team up at badminton.



OKLAHOMA'S

GREATEST MARKET

WITH 45% OF THE STATE'S

COTTON PRODUCTION

TO PROVE IT

is yours through

THE DAILY OKLAHOMAN
OKLAHOMA CITY TIMES

WITH 205,291* DAILY

AND 177,958* SUNDAY

CIRCULATION TO PROVE IT



* Agricultural data from USDA reports, 1945 production for 26-county ABC trading area of Oklahoma City. Circulation figures: Publishers' statement for 6 months ending March 31, 1946.

THE OKLAHOMA PUBLISHING CO.: THE FARMER-STOCKMAN—WKY, OKLAHOMA CITY—KVOR, COLORADO SPRINGS
KLZ, DENVER (UNDER AFFILIATED MANAGEMENT)—REPRESENTED NATIONALLY BY THE KATZ AGENCY, INC.

Northeastern Halves Number of Dealers In Search for Lower Sales Costs

As told to Bernard G. Priestley by ADOLPH ULLMAN • President, Northeastern Distributors, Inc.

Pre-war volume doubled when this Boston company adopted a policy of selective distribution. Now the firm hopes to meet the coming competition by building up key dealers through training and merchandising counsel.

Following the old military axiom that the best defense is a good offense, Northeastern Distributors, Inc., Boston, began an attack right after V-J Day on selling drawbacks which during pre-war and war-time years had seriously hampered the flow of merchandise through its franchised, independent dealers. In the ensuing year the company doubled its dollar sales volume of 1941, the last complete pre-war sales year. At the same time the number of its dealers was reduced from 850 to 450.

Behind this bare statement is the story of Northeastern's preparation of itself and its dealers for the coming battle of distribution. Who are to be the major contestants in this battle? It will be chains versus large and small independent retailers. We are vitally interested in the outcome because our own future depends greatly upon success or failure of independent retailers. That's why we decided to strike out boldly to prepare ourselves and our dealers to weather the struggle.

The decision really dates back partly to the war years. Northeastern, which had distributed Zenith radios, Thor washers and ironers, Gibson refrigerators and other nationally

known products for many years, found itself in the position in May 1942 of having no radios or appliances to sell because of the war. What were we to do?

We decided that if we were to leave the picture we'd go down fighting. Meetings were held with dealers to determine what substitute lines might enable us to stay in business. Eventually, we turned to paints, furniture and household articles. Quite a number of dealers declined to go along with us for the time being.

Getting merchandise was difficult, and selling it through dealers was just as hard. There were many problems to face. Conditions were so bad that the distributor-dealer meetings were continued at frequent intervals, most of them hinging literally on what immediate, almost frantic steps might be taken to keep in business. We had to train our salesmen to meet ever-changing conditions, to provide more and more helps to dealers, and various stop-gap measures. Dealers had to learn how to merchandise new items. Northeastern succeeded in maintaining its entire organization throughout the war (except for those who went into the service). The company made no money but it lost none. Many

dealers survived. Almost invariably, dealers who worked most closely with us, ones who adopted aggressive merchandising tactics, sold at honest prices and provided real follow-up service, fared the best.

When we took inventory of our war experiences we learned, for one thing, the value of diversification. Our pre-war lines were for the most part durable items which sold at high prices and lasted the consumer for years. When dealers began to sell paints and other small items, customers came back frequently for repeat purchases. They saw bigger articles and eventually bought some of them. The value of having traffic items was demonstrated.

War lessons went further. Our decision to reduce the number of our retail outlets substantially was based



DEMONSTRATION & SERVICE:
They are keystones in sales plans
of Northeastern Distributors and
their independent retailers. They
are part of the campaign to
make their good dealers better.



Something Missing

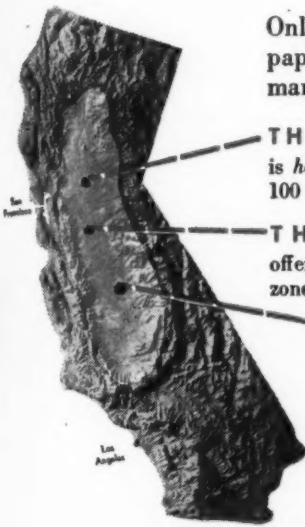
... like California without the BILLION DOLLAR VALLEY OF THE BEES

Only the dominant *local* newspapers tap this rich and isolated market

THE SACRAMENTO BEE
is *home delivered* to 94 out of every 100 families in the ABC city zone

THE MODESTO BEE
offers 91% coverage in the ABC city zone; 57% of the trading area

THE FRESNO BEE
with the largest circulation between San Francisco and Los Angeles, gives 90% coverage in the ABC city zone



SKATING without skates is easy compared to capturing the California market without the Billion Dollar Valley of the Bees.

Because you're missing a huge and prosperous chunk of California . . . where Retail Sales, now more than a billion dollars, are bigger than those of any U. S. city except the first five . . . where per family food expenditures are almost a third higher than the U. S. average.*

Nearly three-quarters of this buying power is concentrated in an area dominated by The Sacramento Bee, The Modesto Bee and The Fresno Bee. These three McClatchy newspapers take you into more Valley homes than you possibly could reach with any other combination of daily newspapers—local or Coast.

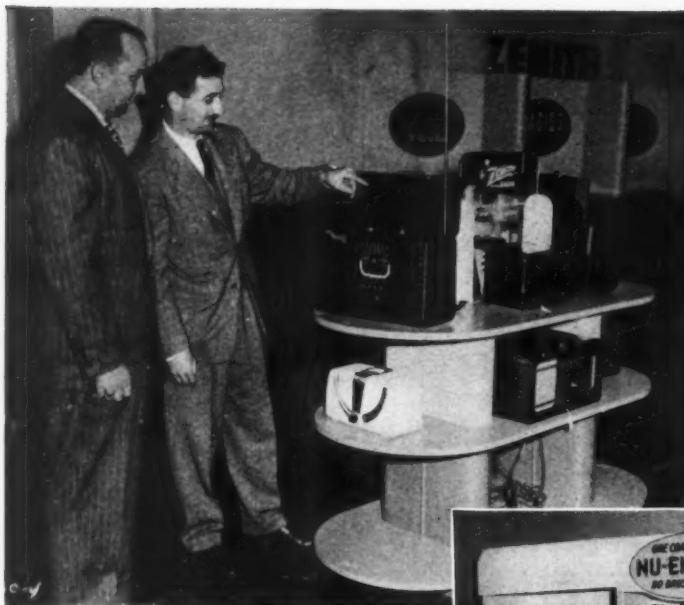
McCLATCHY NEWSPAPERS

*Sales Management's 1946
Copyrighted Survey

NATIONAL REPRESENTATIVES . . . O'MARA & ORMSBEE, INC.
NEW YORK • LOS ANGELES • DETROIT • CHICAGO • SAN FRANCISCO



{ **THE SACRAMENTO BEE**
THE MODESTO BEE
THE FRESNO BEE



DISPLAY . . . DISPLAY . . . DISPLAY . . .
Northeastern Distributor's independent retailers are trained to set up effective displays for anything from radios to paints, which they began to sell during the war.

on two major convictions born of the war:

1. That in the post-war order of things wholesalers will serve only a limited number of alert, tried-and-proven, efficient retailers who in turn will confine their purchases to one or two highly dependable sources of supply.

2. That by serving fewer customers more effectively distributors' costs can be cut materially and both companies and dealers will be in a better position to fight the battle of competition successfully.

In selecting post-war dealers, Northeastern leaned heavily on the principle that in the coming competition the independent retailer's strongest position will be in the personal service he can render to the consumer, particularly follow-up service. That's what American people like and are willing to pay for. In personal service the independent dealer can stand head and shoulders over the chain stores, cut-price establishments and other outlets.

Conversely, the price-cutting or selling-at-“wholesale” retailers cannot afford to give quality service, or in most cases, hardly any service. Therefore, the price-slashing dealer does not fit into our plan for meeting cut-price and chain store competition.

Our plans to cut distribution costs



by serving fewer dealers more effectively made all the more imperative selection of the best retail outlets. With help of our salesmen and through other channels we created a vital statistics file on every dealer on our pre-war list. We held numerous meetings of our executives and salesmen on “How to Detect the Dealer Who Will Make Good.” These activities centered on dealer stability, location, proximity to other dealers, potentiality, personality, store character, ambition, intelligence and selling skill.

While dealers were being selected we decided to go even further with our program—to launch extensive efforts to make the *good* dealers we chose even *better* ones. Our first step in this direction was to train our salesmen to become merchandise counsellors rather than mere order-takers—to assume an increasingly active role in helping retailers become more efficient and successful.

We found it a difficult job to make wholesale salesmen retail-minded. We

found it could be done, however, with a great deal of patience and perseverance—plus a good compensation plan. Our men came to think in terms of *buying* for the retailer's needs instead of *selling* to the retailer.

Our training course on retailing for our salesmen consisted of 12 weekly, two-hour-long evening meetings on six major topics:

1. The retailer's position in our economy.
2. The consumer as ultimate buyer and customer of the retailer.
3. Buying the right merchandise.
4. Servicing the radio and appliance customer.
5. Getting sales volume.
6. Keeping expenses in line.

We also provided retailers with management helps, as well as selling aids. We aimed to give dealers expert guidance on finance, storekeeping, merchandising and selling—the same as they would receive from headquarters of a chain if they were managers of its units.

We consider service to consumers a very important phase of the radio and appliance business. We maintain service departments on all our lines, staffed with competent men. Our service men have given a great deal of time to training our dealers and their service men.

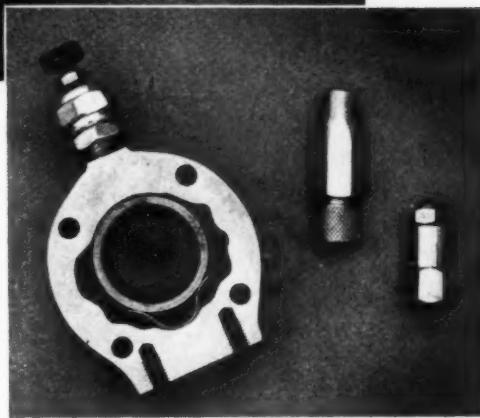
We have created product training programs designed to give our dealers and their personnel a complete understanding of the products and the most effective methods of demonstrating them. So important do we consider this phase of a retailer's operation that our training programs are conducted by top executives. Further, we insist that every Northeastern representative acquire a complete knowledge of our lines and be able to help train our retailers in the use of effective presentations.

Aware that retailers frequently “shoot in the dark” for their sales volume without really knowing the potential of their market, we offer assistance to any dealer desiring an analytical approach to his market. We have helped many of them determine how many radios, or washers, or refrigerators of all makes a certain city or community could absorb. Then we have estimated with all possible accuracy how many radios, washers, and other items the dealer should be able to sell. This determination of market potential spurs the dealer into launching aggressive, constructive plans to get his share of the business. In a large percentage of the cases he is getting it.



Charles Meyer

SETS THE SCENE FOR SELLING: L. G. Brown (left) Manager, New York office, Williams Oil-O-Matic, employs portable kit to explain sales points and (close-up, right) the 5 million dollar nozzle to prospects.



Kit Puts Dealers In Competitive Mood

Williams Oil-O-Matic thoroughly sells new dealers on the market and product.

Equipment-starved dealers are eager for new franchises—especially when it means getting even a few shipments now—so it hardly requires selling for a manufacturer to line up new outlets.

Williams Oil-O-Matic Heating Corp., Bloomington, Ill., however, is actively lining up new dealers, but is not promising delivery until July, 1947. So Williams is not adding more dealers and spreading output thinner—it's preparing new dealers for the long, competitive pull commencing next year.

Talks with prospective dealers are built on a two-hour long presentation usually made in the office of the Williams district sales manager. The Williams presentation kit covers these points: "Presenting a \$900,000,000 Market," "What's Back of the Product?" and "What's Back of You?"

In presenting the market to prospective dealers, the Williams kit employs advertising reprints to show how

5 million dollars have been spent to advertise Williams heating products.

"What's Back of the Product?" Williams tells this part of the story with photographs and line drawings of the factory and research laboratory. This is supplemented with reprints of full-page advertisements showing individual engineering achievements behind the burner.

A large portion of the dealer presentation kit is devoted to explaining to prospective dealers "What's Back of You?" This section contains a complete file of merchandising and advertising helps which Williams provides for dealers. There's a thorough explanation of 50-50 co-operative advertising campaigns in newspapers, spot radio, and outdoor advertising. A state-by-state breakdown shows circulation of media used by Williams, number of messages put across, number of families reached by advertising, and number of messages per-family-per-state.

To help new dealers plot a successful course, Williams sets up a sales and administrative budget, estimating profit or loss on a month-by-month basis for a given sales volume in the first year.

The Williams presentation kit is carried in an 11 by 16 inch leather portfolio case.



Smart metropolitan 'night spots' use a rope to keep people out.

The restaurants of America hang out a welcome to bring everybody in.

The advertiser gets both classes of customers in the Times-Herald.

*Charles
Pallens*

Editor and Publisher

TIMES-HERALD 249,576*

The STAR . . . 211,046

The POST . . . 166,696

The NEWS . . . 104,461*

as of March 31, 1946

** 5 day average Mon. thru Fri.*

Times Herald
WASHINGTON, D. C.

**National Representative
CEO. A. McDEVITT CO.**

Purchasing Power

The Chicago Association of Commerce estimate of 1946 income payments to individuals in the Chicago industrial area—inclusive of wages, salaries, rents, dividends and interest—approximates \$7,500,000,000.

Today, the earning millions and the spending millions are the middle millions...a vast, responsive audience that for over forty-six years has read with interest and confidence the Hearst newspapers of Chicago.

To advertisers who hope to improve or secure volume sales in Chicago, the combination of the Herald-American ... daily with more than half a million readers and Sunday with more than a million...is essential if Chicago's present unprecedented purchasing power is to be developed into sales.



Nationally Represented by HEARST ADVERTISING SERVICE

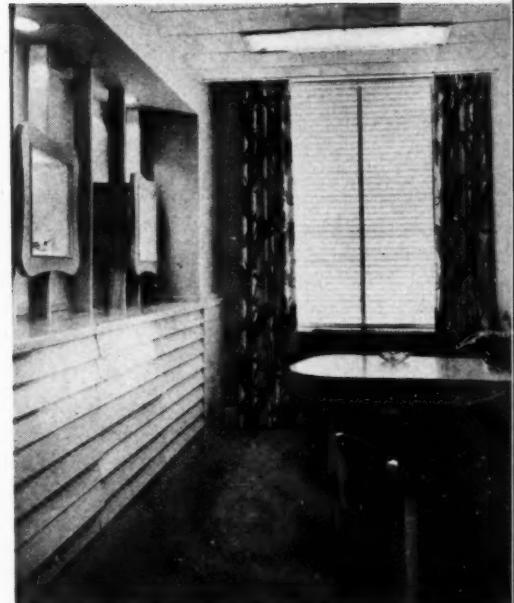


Elgin's Show Room Is "Avenue of Shops"

This is the "Avenue of Shops," new show room of the Elgin American Division, Illinois Watch Case Co., in the Empire State Building, New York City. Here, in air conditioned comfort, buyers can look over the 1946 line of Elgin American compacts, cigarette cases and dresser sets.

A visiting buyer entering the reception area sees the long corridor with show windows in front of each of the four "shops." At the entrance to the show room there is a typical jeweler's window in which display ideas will be developed for Elgin American dealers.

The four "shops" are finished in a different motif from simple bleached oak with green and beige furniture and drapes to the baroque shop with quilted leather walls, white rococo wood trim and crystal chandelier. Display niches are designed to attract the eye and also to blend with the room design. In these niches, Elgin American will spotlight representative items. Other merchandise is stored in drawers which do not appear to be drawers. Thus, buyers can view a few items at a time without distraction and confusion.



CAMPAIGNS AND MARKETING

Bright Bird

Heralded by the lusty crowing of "Sunny," the animated rooster and new symbol of Schenley Reserve, the current advertising campaign for Schenley Distillers Corp. has been launched on a national scale. William Bijur, national advertising manager, introduced to the advertising fraternity, general press, and business journal editors in New York City this cheerful chanticleer, who will continue to crow about Schenley Reserve throughout the campaign. Replacing the live rooster, Schenley sales symbol for the past three years, "Sunny" re-

tails preliminary paintings, costume, scenery and prop research, clay modeling, stage setting and lighting, and color photography by expert Valentino Serra.

"Shipments of the brand necessarily will continue to be allocated for a while," said Mr. Bijur. "But Schenley Reserve is looking beyond today's sales reports, which show the brand to be 'America's largest selling whiskey.' It is looking to the competitive days which lie ahead. In short, we are building for tomorrow —today."

Bacchanale

All industry is telling the world these days how glamorous its products are and how human the men who produce them. The wine industry is no exception and wine growers in California are finding a ready made opportunity in the revived harvest and vintage festivals celebrated by so many of the agricultural communities in this State. At least three, and probably more, wine grower groups are spending real money this year to tie in wine, the finished product, with the grape harvest celebrations.

A wine barrel race proved to be a news maker for the Healdsburg Harvest Festival held during Labor Day week-end. The Sonoma County Wine Growers' Association originated and staged the event, training 10 pretty girls to ride the odd craft for a 200-yard "cruise" down the Russian River. Ten individual wineries sponsored the ten barrels in the race.

The Wine Festival, jointly sponsored by the Healdsburg Chamber of Commerce and Fraternal Order of Eagles, included an exhibit of bottled wines identified by producers' names, and a "wine map" of Sonoma County showing colorful scenes at the wineries and vineyards of the region. The map, with speakers, a sound-color movie called "Wine Growing In America," projection equipment, and publicity aid, were supplied by the Wine Institute which is encouraging the individual wineries and their associations to take full advantage of every occasion to publicize their product.

In Lodi, Calif., wine men have formed the Lodi Grape and Wine



NO MOCK TURTLE . . . "Slowpoke" promotes interest in circulation of *Secrets* FAST.

cites, via copy, such jolly jingles as: "In serving this I take delight—It's mellow as a morning bright."

Insertions in what is said to be the largest single campaign in the history of the industry, have begun to appear in national magazines, newspapers all over the country, on outdoor boards and 24-sheet posters in 79 markets, in business magazines, window displays, direct mail, and point-of-sale material.

"Through national magazines alone," Mr. Bijur said, "'Sunny' will hold the attention of 60,000,000 readers per month, which is a coverage calculated to reach every major market across the country."

Art treatment of the new campaign is a complicated process, Mr. Bijur explained. Designed to achieve third-dimensional quality in the advertisements and to give "Sunny" his unique and engaging personality, the job en-

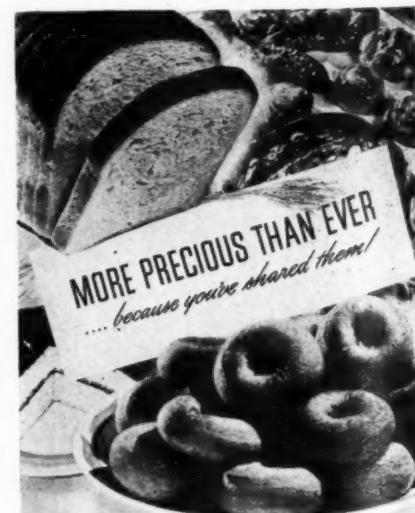


"SUNNY" . . . With something to crow about, this cock-o'-the-walk sings praises for Schenley Reserve Campaign across the land.

Festival Association, Inc., and spent \$35,000 on this year's celebration. A spectacular feature was a six-foot wine glass, a huge pyramid of grapes, and a continuous stream of grape juice pouring into the glass. Background was a massed array of bottled wines produced in the Lodi district, one of the largest wine regions in the State. San Joaquin County, including the Lodi area, has a grape acreage of 57,079.

Later in the season, October 11-13 inclusive, comes the Delano Wine and Harvest Festival. This gala event is being backed and planned by the Delano Growers Cooperative Winery with the assistance of business and civic leaders.

As background of all the festivals are song and dance, strolling troubadours, gay vintage pageants express-



THANKS . . . For the shared loaf, says the Bakery News Bureau in its "Wheat Appreciation Drive" during October, Donut Month.



"But all I need to know is that Solid Cincinnati reads The Cincinnati Enquirer"

Significant, isn't it? That The Enquirer's circulation gain for the past year is almost double that of *both other papers combined!* And the circulation is zooming still higher because today's Enquirer is made up and edited in a way that has real pull with Solid Cincinnatians. News that's complete, but boiled to the essence. Editorials that are written without kid gloves. The best, most comprehensive line-up of features and comics in town. *Every one of them readership tested!* No wonder advertising packs a wallop in this paper and The Enquirer is read from front page to last—and by the solid people in the Solid Cincinnati Market. And that's something to remember when Cincinnati is on your list! *The Enquirer is represented by Paul Block and Associates.*

Use The Cincinnati Enquirer to get in solid with Solid Cincinnati

ing thanksgiving of the wine growers for the bounty of local soil and climate. Outdoor folk dances draw in the community as participants; brilliant costumes, contemporary and traditional of many lands, add color to the events.

Not all of the celebrations are so ambitious. Some are unpublicized and almost spontaneous, simple local gatherings intended solely for the pleasure of the vineyard and winery workers. Civic groups are encouraging the celebrations for the additional reason that they provide tourist attractions. Many visitors to California will, in future years, it is anticipated, time their trips to coincide with the colorful pageants of these grape harvests.

The New School Interest

A greatly stepped-up interest in education is reported to be apparent in the preliminary results of a campaign currently being run by The New School, progressive Manhattan educational institution.

A full page advertisement in a recent issue of *The New York Times*, Magazine Section, although designed deliberately to stress a public-interest message rather than selling copy, is

LOOK TWICE . . . Space-in-time is basis of design dressing up United Air Lines' traffic windows, creating desire to take off in United Mainliner's flight, cutting time in space.

producing returns 80% ahead of a similar insertion run last year.

Green-Brodie, The New School's advertising agency, attributes the greatly increased response to the larger number of veterans now seeking education and to a growing awareness on the part of the general

public of the value of an informed public opinion in dealing with present-day problems. Each advertisement in the current series carries an institutional message from the school's officials. Only minor space is devoted to attracting inquiries, since the school's registration is at a peak level.



STORY, BROOKS & FINLEY, INC.
National Representatives

IT'S BETTER TO RIDE ONLY ONE IN A TEST

South Bend, Indiana, is a one-newspaper market. There is no competing circulation to create complications. South Bend is "Test Town, U. S. A."—and it's covered to saturation by The South Bend Tribune. Tests here are decisive, accurate, economical. From every viewpoint, South Bend is always *the market for tests you can trust*.

The
South Bend
Tribune



Globe-Democrat advertisers get a

bird's-eye view

of all the action

in St. Louis' Grocery Store Market



There's no "blind flying" for St. Louis GLOBE-DEMOCRAT advertisers interested in the grocery store market.

As a *plus* service, they get a chart of all the goings-on . . . the GLOBE-DEMOCRAT Retail Grocer Audit. For three years now, this revealing survey has reported the sales and inventories of 450 products in 27 grocery store classifications. It's easy to see what your product and your competitors' products are doing . . . price, packaging, merchandising and advertising are quickly evaluated.

GLOBE-DEMOCRAT advertising and this survey will improve your viewpoint, too. Complete details on request.

OCTOBER 1, 1946

**...and did you know that more than half of the
St. Louis Market is outside the City Limits?**

That means you really have to "get around" in the St. Louis area. And you can. Just come along in the St. Louis Globe-Democrat . . . it's the city's only daily that even claims to cover successfully the surrounding area (the 49th State) . . . 87 rich counties in Eastern Missouri and Southern Illinois.

St. Louis Globe-Democrat

Jobber Setup Gives Trane Access To Huge Neglected Market

Based on an interview with REUBEN N. TRANE • President, The Trane Co.

After years of concentration on "big stuff," The Trane Co. modifies and re-designs some of its products and franchises 215 jobbers to cash the potentials that exist in residence building, smaller construction and repair jobs.

After having concentrated for years on custom-built equipment for the big-contract market, The Trane Co., La Crosse, Wis., makers of heating equipment and air conditioning apparatus, realized that its method of direct operation was enabling it to serve only about 20% of the market. They had no distribution system—and no standardized products—their custom-made equipment gave them access only to small-order prospects.

At war's end, therefore, Trane set about to correct this situation. Today they have an organization of 215 distributors and an expanding line of products specially designed to the needs of the markets these distributors serve. "Orders," the company reports, "are in such volume that the staple heating lines are being sold in unprecedented quantities and are outdistancing ability to produce. Wholesalers are placing orders for 1947 delivery in order to keep a steady flow of goods into their warehouse."

James A. Trane* started in business in 1883 as a heating contractor. At heart, however, he was an inventor. Always on the alert to devise new things or to improve accepted devices, he gradually broadened his activities. By 1915 he had embarked on a manufacturing program. As time passed, heating engineers were added to the staff, operations became national in scope, and finally, international. Through these years almost all of the company's products were custom built, fitted to specifications. Fabrication, generally, was started after the order came in.

The natural result of this was that Trane salesmen, who were also engineers, went after big business. They sought contracts wherever there was large construction — industrial projects, public buildings, hotels, theaters, and the like. In time sales engineers

were working out of 73 branch offices in the United States, Mexico, and Canada.

War had small effect on type of products. At war's end Trane was producing basic heating, cooling, air handling, and air conditioning lines. Coming out of the war with vastly expanded manufacturing facilities, the management found itself well set up to produce in quantities as never before. But it found itself facing some stern facts:

1. In building custom-made jobs,

dealing almost entirely with the larger contractors, it had access to only about 20% of the business in the entire field. Eighty per cent is what is termed "pickup business." This included the construction of smaller residences, a large variety of reconstruction and repair jobs and over-the-counter sales.

2. To get a share of this 80% of the business, the company would have to gain the ear and interest of even the smallest contractor, builder and industrial prospect, and make its products available to them. It meant that spot stocks had to be maintained at available locations so that contractors could draw on the stocks when equipment was needed. Trane had no warehouses. This meant that deliveries would be delayed. Delay meant that some other manufacturer



"... and I said to him 'J.B., on a carload of asbestos shingles you save 10% and then there's the extra 2% ten days' ..."

*His son Reuben N. Trane, is now president of the company.

was likely to get the order.

3. The heating and air conditioning salesmen in the company's 73 branch offices, trained by experience in going after the bigger jobs where quick delivery was not important, naturally continued to concentrate on that type of work. Because the company had no warehouses or salespeople going after the small business, it was to be expected that this and the over-the-counter business would continue to go elsewhere unless something was done about it.

4. It seemed imperative, if Trane was to get into this big "little market" that it would have to build up its distribution through plumbing and heating wholesalers. These, it hardly took a survey to show, had warehouses, display windows and showrooms. They also had salesmen who were out calling on the trade regularly. They seemed the logical people to do the job.

Needed: Standardization

Under the old practice of building each job to fit, Trane products did not have the flexibility necessary to the new type of merchandising proposed. Trane soon found that only the staple products in its line were required by the small job and could be sold through the distributor. These included: (1) convector-radiators; (2) propeller unit heaters; (3) steam heating specialties; (4) hot water products. Parts and units had to be interchangeable. Those products had to be designed for mass production. Standardization became necessary. In other words, the pre-war complex line had to be reduced to a few simple models that *would sell*.

Only by accomplishing this, it was realized, could stocks be built up in many warehouses scattered everywhere, that the jobber, or "stocking wholesaler," as Trane prefers to call them, could turn over rapidly. The items to be stocked must be commonly used and they must be of such nature as to be manufactured in large quantities—mass production.

Re-design was necessary to make many items qualify, in some instances an entirely new model. Piping connections, too, had to be re-designed. The company even developed a special packaging arrangement so that jobbers could handle the stocked items in their warehouses.

Then, all these things done, Trane had to set up distributor requirements. These requirements, boiled down, are:

1. The wholesaler must stock and display specified Trane products.
2. He must order at least certain

minimum quantities for stocks.

3. He must be a recognized, legitimate heating and plumbing wholesaler (no wildcats).

4. He must have adequate financial resources to carry stocks of proper size and follow through with merchandising.

Since the end of the war The Trane Co. has set up 215 stocking wholesalers in the United States. In choosing them, another problem bobbed up. The return of peace found

an acute shortage in most of the items Trane produces. There was much clamor to get them.

"It could easily have happened, unless we used caution, that we might have set up so many distributors that we couldn't supply all of them," says Reuben N. Trane, president. "We tried to select a minimum number and still have national coverage. We wanted these to be in strategic spots to sell the dealer trade."

"Some of the better wholesalers wanted exclusive contracts but we



They Stay Tuned to **WTAG**

Worcester is a prosperous mass market, with a thriving population of 200,000, plus 300,000 more in the immediate trading area. Worcester's per capita retail sales of \$777 in 1945, 24% higher than the national average, showed an increase of 11% over the previous year. Food purchases were 45% above the U. S. average.

The big Worcester market is a high spot of sales in industrial New England. The greatest selling voice in this fertile market is WTAG. Hooper ratings show this station has an all day and night audience greater than that of all the other stations heard in the area combined.

PAUL H. RAYMER CO. National Sales Representatives
WTAG WTAG-7 WORCESTER AFFILIATED WITH THE WORCESTER TELEGRAM-GAZETTE 580 KC 5000 Watts
BASIC CBS

did not think this wise. On the large, competitive jobs we reserve the right to sell to the contractor because our men go in and work with him on the engineering. To balance out the program and compensate for the job, we might take away from the wholesaler, we channel the smaller job to him. By this I mean that we refer the contractor to the wholesale house.

"Also, our men in the field give the wholesalers any engineering aid they may need and serve them in a considerable variety of ways. We also often give the wholesaler really

effective merchandising assistance."

The Trane Co. provides the stocking wholesaler with literature in the form of special bulletins, informative in nature, covering the various lines. It does national advertising in business publications, calling attention to the wholesale program. It also gives the wholesaler merchandising assistance in the form of special display materials both for himself and his trade. For those who wish to do local newspaper advertising, the company's advertising department acts as advertising consultants for them.

While the nation-wide setup for maintaining wholesale dealer stocks is new, local tryouts have been experimented with for some time. Experiments have been under way in a few selected areas for several years. The program has been tested. Acceptance of the idea was proven on national basis before the step was taken. One reason for this preliminary work was to learn the requirements of jobbers, both large and small, because it was felt that with varying fields the minimum stock requirements had to be fair to the "little fellow."

Trane's future plans call for the addition of new jobber lines. This will come along as raw materials are made available. The company expects to do more in the matter of supplying sales helps. Sales meetings will be held with wholesaler salesmen and the wholesaler's trade. An ambitious program of consumer advertising in household magazines of national circulation, tying in with the program, is in the making.

With the return of peace and the switch-over from wartime requirements to peacetime needs, Trane management began to think of catalogs. No catalogs at all had been printed during the war years. Last winter Trane decided to print 20 catalogs—11 covering its heating line and nine for its air conditioning line.

For the first time in years the management wanted to hold a convention of its sales engineers to outline its new program and to unveil its new line. This was set for April 22, 23 and 24 at La Crosse. More than 170 men were brought to the company's home city for the occasion. The catalogs were wanted for this meeting. Getting 20 catalogs printed, all new, in jigttime, was a problem.

Printers were contacted in Minneapolis, Milwaukee, Winona, and La Crosse. Paper was earmarked in each city for the various jobs. Twenty

KROYDON COVER

TOUGH
SOIL RESISTANT
WATER REPELLANT
EYE APPEALING

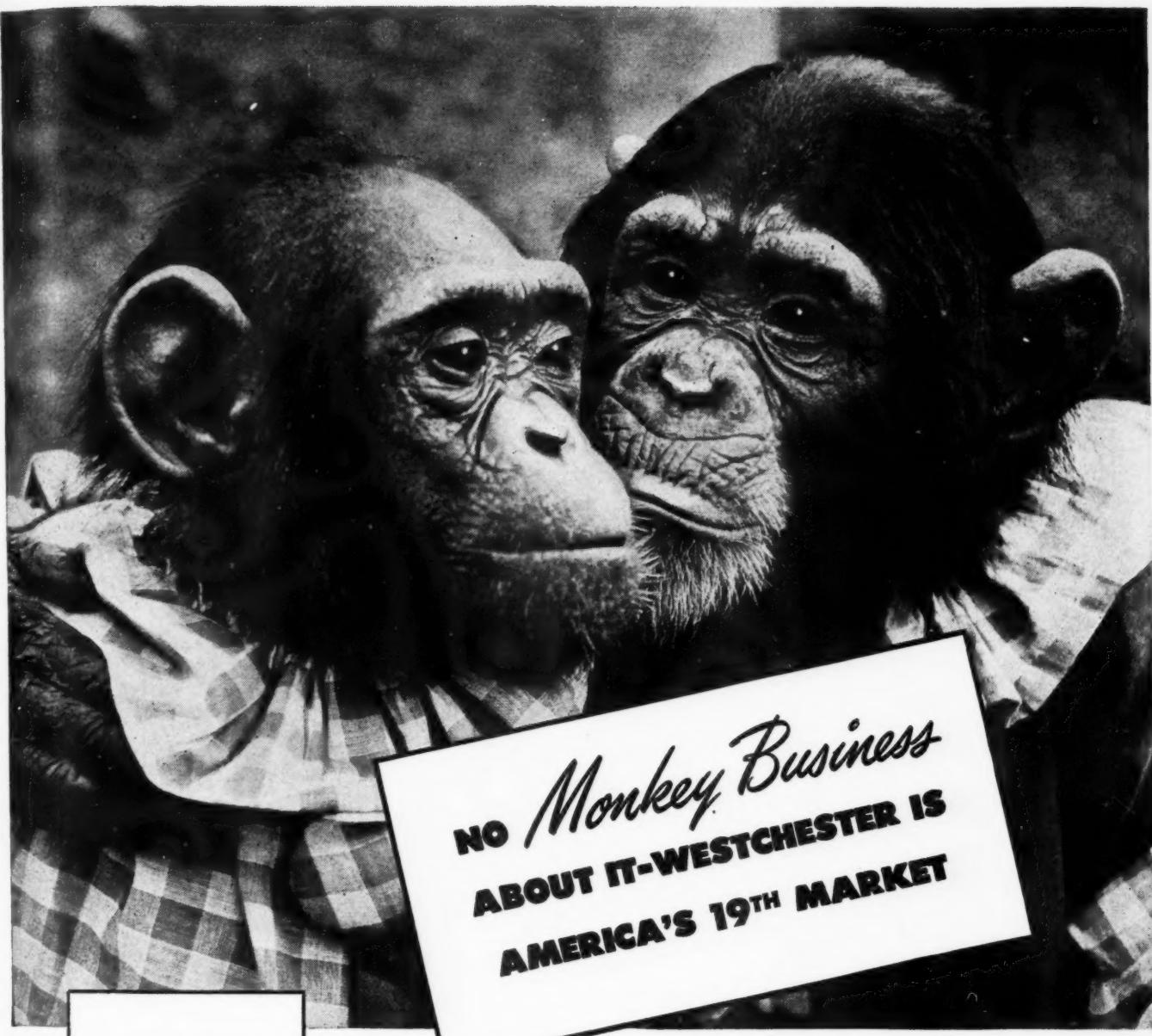
for
CATALOGS
MANUALS
INSTRUCTION
BOOKLETS
PORTFOLIOS
PROPOSAL
COVERS

*Kroydon Cover is distributed by leading
Paper Merchants throughout the country*

COMPANION COVER LINES
TWILTEX • LEATHERCRAFT • WOODTONE

HOLYOKE CARD & PAPER COMPANY
SPRINGFIELD 7, MASSACHUSETTS





A FEW ADVERTISERS
WHO HAVE CASHED IN
ON THE RICH
WESTCHESTER MARKET:

Duff's Mix
Wonder Bread
Wheatena
Ehler's Coffee
Sunsweet Prunes
National Biscuit Products
Salada Tea
Best Foods Mustard
Breyer's Ice Cream
Libby Baby Foods



If you're in the food business, your men travel 12 entire states* that don't consume as much food as this one county. The drug and cosmetic business in ten states doesn't hit the volume turned in by this one county.

The gas and oil business in Westchester exceeds that done in the city of Buffalo by several million dollars.

You can reach 70% of these free-spending homes in the nine Westchester Newspapers. Be sure they're on your list!

*Sales Management Buying Power Survey 1946.

Represented Nationally by the KELLY-SMITH COMPANY • New York

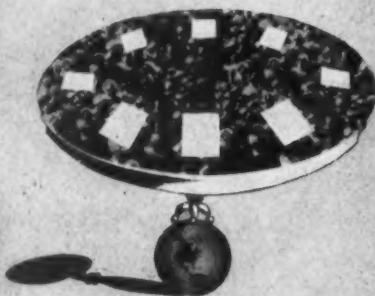
Westchester Newspapers



COVERING THE 19TH MARKET IN AMERICA

OCTOBER 1, 1946

the round table that covers the merchandising world



**Around this table are gathered
more than a hundred
merchandising interpreters
... the editorial staffs of the 9
Haire Merchandising Papers.
Ideas and facts gathered first
hand from America's market-
ing centers are translated
here for each Haire Paper, so
that it enjoys profound
reader confidence that carries
over from the editorial to the
advertising pages.**

**CORSET and underwear
REVIEW**

**HOUSE FURNISHING
REVIEW**

**FASHION
ACCESSORIES**

**HOME
FURNISHINGS
Merchandising**

**INFANTS' and
CHILDREN'S WEAR**

**CROCKERY
and GLASS**

**NOTION & NOVELTY
REVIEW**

**Linens &
Domestics**

**LUGGAGE and
LEATHER GOODS**

HAIRE

MERCHANDISING PAPERS

**HAIRE PUBLISHING COMPANY
1170 Broadway, New York 1, N. Y.**

New York • Boston • Pittsburgh • Chicago
Detroit • St. Louis • Los Angeles • Atlanta • London

commercial artists in four states were put to work. Copy writers and artists were added to the home office advertising staff. Photographs and drawings were produced in large numbers. More than 900 retouching jobs were found necessary before the preliminary work was done. One printers' strike caused worry. Production hazards piled up but the job was finally accomplished on time.

In the old days a single catalog had been made at a time, going through the works and coming off the press only after considerable time had been spent on its creation. Every catalog had been a complete job in itself. Trane uses color liberally in catalogs.

Because of the wide diversity of its lines, each a business in its own, Trane operates with eight different sales departments. It has no over-all general sales manager. The multiple number of catalogs helps them to keep their work separate. By using the catalog which applies to the work in hand, there is less confusion.

Special catalogs, designed for special purposes, can be used by engineers, architects or contractors. Certain catalogs are of special value when jobs are under way in the construction of large public buildings or in industrial construction. Others are adapted to small construction or over-the-counter sales. Every one of the 20 is



FAMILY RESEMBLANCE: Trane has eight sales departments, and it needs 20 catalogs. Red identifies their heating equipment; blue the air conditioning.

The result was that there had never been much family identification in the catalogs and they were, taken as a whole, a rainbow of colors.

Starting new at scratch, it was decided to give all catalogs a sharp family identification. So, to begin with, the one word—TRANE—was printed top and left on the front cover of each catalog. This gave immediate identification. Next, all of the catalogs dealing with heating used red as the secondary color because red is a warm color. All catalogs in the air conditioning field carried blue for the reason that blue is a fresh and cool color.

Assembled in holders, hard covers with a solid backbone, and carrying out the same color scheme for the use of wholesalers and sales engineers as well as dealer salesmen, this meant added neatness, quick line identification and better general appearance. It looked more like a well thought out and orderly job.

tailored to fit some special purpose.

On top of all this the company several years ago, well before the war, brought out an Air Conditioning Manual of 376 pages. It carries general information, a complete text, and makes no effort at all to sell Trane equipment. The result is that it has been used freely as text and reference in colleges, universities, trade schools, and so on throughout the world.

Its purpose is to develop the heating and refrigeration industry as a whole in the belief that Trane in the end will get its share of the business. Of course, the fact that the authorship falls on Trane doesn't distract from this idea at all. It does sell the Trane name to students who will figure importantly in the industry in the future. As another addition to its educational contribution to the industry, Trane has just published a new Refrigeration Manual, a practical book for the installation of such equipment.



Designing to Sell

(Captions read clockwise)

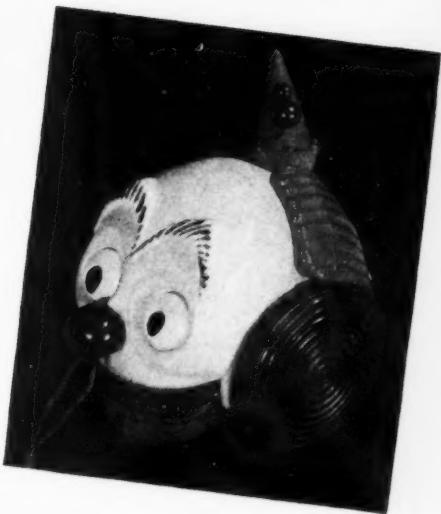
MODERNIZED PACKAGES: The C. D. Kenny Division, Consolidated Grocers Corp., is now offering its line of spices in coral red, black and gold containers. Miniature poster label gives the small boxes greater shelf prominence.

PLASTIC TOY: Called "Happo", the mechanical toy can be made to roll its eyes, open its mouth, and have its hat revolve on its head while being towed by cord. Made of Chemaco plastics. Distributors: Cinderella Mfg. Co.

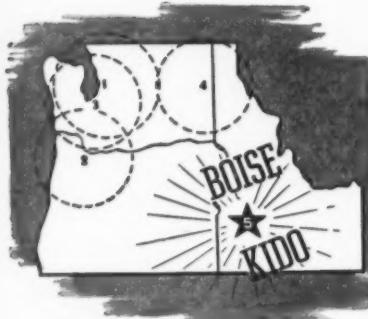
NEW 14K GOLD COMPACT: One of the gold line of compacts the Elgin American Co. is introducing. The unusually striking design shown of an Egyptian lyre player is derived from a rare wood carving dating 1400 B.C.

CONSOLE RADIO-PHONOGRAPH: Stewart-Warner's model 72CR16 features six station selector, three position tone-control, six tubes plus rectifier. It plays ten 12-inch or twelve 10-inch records. It has a low-friction alloy permanent needle which serves up to 5,000 plays. The rich cabinet is of walnut.

NOVEL ASH RECEIVER: Glenmore Distilleries Company has given permission to an outside source to manufacture the barbecue ash tray which is being featured in the company's Kentucky Tavern advertisements. Users can watch smoke curl up the chimney.



YOU SHOULD
KNOW ABOUT
THE
5TH
MARKET



of the great, fast-growing

**PACIFIC
NORTHWEST**

BECAUSE . . . in the Boise-KIDO market people MAKE more money, SPEND more money. Idaho ranked NINTH among all states in per family income . . . \$3946 in 1945.

BECAUSE . . . the Boise-KIDO market is one of the nation's few "one-buy" markets. KIDO has a 92% regular radio family circulation and delivers 81% to 95% of the tune-in at any hour.

Get ALL the interesting facts. Write, or ask your John Blair man, for a copy of the new booklet . . .

**"Reap a Rich
Sales Harvest"**



*Dominates the
Boise Market*

REPRESENTED NATIONALLY
BY JOHN BLAIR & CO.



FOR AMATEUR AND PROFESSIONAL PHOTOGRAPHERS: Easily assembled darkroom is completely wired and fitted with plumbing, shelves, dry racks, and a sturdy stainless steel sink. It has an air filter and space is provided for extra fans.

Coming Your Way

..... **pre-fabricated portable darkroom**, complete except for the purely photographic apparatus, is being distributed by Alco Photo Supply Corp. Called the "Blak-A-Zell," it comes knockdown in five crates. An instruction manual accompanies each unit and the darkroom may be assembled in six hours by one man, in four hours by two men. It is completely wired and fitted with plumbing, shelves, dry racks, stainless steel sink with built-in print wash tank, air filter and space for an exhaust fan. The Blak-A-Zell occupies floor space of approximately eight feet on each side and is a little over seven feet high. All wiring except the enlarger outlet and the safelight switch is built into the roof. The sink extends across one side of the room and is provided with two faucets with hose connections. A separate valve controls water flow to the print washer. Print washer is fitted with an overflow drain to maintain water level and assure constant water change. There is also a slatted removable rack which fits into the sink and holds tanks and trays off the bottom. The large work table is provided for the enlarger and there is ample storage space for paper supplies, easel, dodging equipment and printing accessories. The plumbing is ar-

ranged so that water may be supplied through a garden hose, or permanent connection may be made by a plumber. The drain pipe is 2-inch and a hose may be used to carry away the waste, or permanent connection to the sewer may be installed. The pre-fabricated darkroom is described as being ideal for use in the garage or basement of private homes, and for school, laboratory and factory use.

..... **unique tubular coffee pot**, an invention of Dr. Peter Schlumbohm, introduces a sensational new method of preparing coffee.



COFFEEMAKER: Known as the Tubadrip.

makes every minute count

WBBM Showmashippers seek to make every minute count. And they do! Every origination has that deliberate touch of showmanship that attracts and holds listeners...gives effective impact to the advertiser's message...and gets results.

With an open door to up-and-coming talent, and an open mind to fresh program ideas, WBBM has developed a program staff of writers, producers, musicians, singers, actors with a flair for showmanship, and with an eagerness to make every minute of air time worth listening to. Showmanship is planned...written into the script...arranged into the music...polished in the control room...perfected in rehearsal...and thoroughly integrated into the finished product that goes out on the air.

This passion for perfection pays off in listenership throughout a five-state market of more than two million radio homes.* It has made WBBM the most sponsored station in Chicago for twenty consecutive years. Get in touch with us or the nearest Radio Sales office for details on the many WBBM-built shows that can build your sales volume in America's second market.

WBBM

Chicago's Showmanship Station

Columbia Owned • 50,000 watts • 780 kc

Called the Tubadipdrip Farenheitor, it is designed for a fast-two or three minute dip and a still faster, non-clogged drip to render a piping-hot coffee, free of coffee-fats and with a minimum of tannic components. The secret of the Tubadipdrip is said to be its tubular structure. Made of glass-plated aluminum it consists of three seamless parts—container, funnel and tube. To make six cups of coffee one fills the container up to just below the flared section with hot water (not boiling water) and then uses the funnel as measure for the coffee after first placing a piece of paper between funnel and tube. The paper funnel is then pierced and the coffee permitted to fall into the water. The tube sinks under its own weight into the hot water. The coffee in the tube is then stirred vigorously for one-half minute with a long spoon and is stirred again after a one minute interval. After the brief dip the tube is lifted and the funnel slipped into position to serve as a rest for the tube while the coffee is dripping off. The Tubadipdrip, it is claimed, also can serve as an excellent teamaker and drink-mixer.



SALES TOOL: Slide projector has new snap-action and self-centering slide changer.

..... **amproslide**, a new 2" x 2" slide projector, is being offered by Ampro Corp. Chief feature of this new improved model is the new automatic snap-action, self-centering slide changer. Developed by Ampro technicians, the slide changer is said to embody patented features that assure instantaneous hair-line focus, perfect alignment of slides on the screen, and the interchanging of glass and ready mounts without refocusing. Anoth-

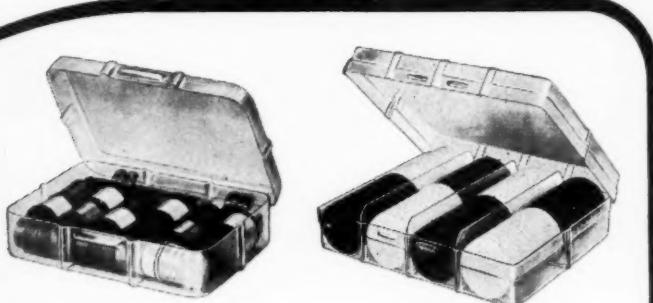
er important feature is the new condenser design that combines maximum brilliance with cooler operation. A pointer aperture permits use of pointer with slides. The Amproslide can be operated with one hand—fingers need never touch slide surface. Users of this newest model will find that additional time is saved by the convenient case that quickly lifts off for easy accessibility, and by a special up-and-down tilting device.

..... **new motion device for action displays** in being introduced by The Stemar Co., Inc., designers and producers of lithographed displays and point-of-purchase advertising material. Called the Stemar-flex Motion Unit, it employs no motors, gears, magnets, springs or other mechanical "gadgets." The actuating principle is mystifying to observers and is said to be fool-proof in use. The three fundamentals of highly effective displays, picture, light and action, are provided in displays employing the Stemar-flex Motion Unit, with, it is claimed, an economy in display cost hitherto unknown in the display field.

PICTURE
Your
PRODUCT

IN **Pyra-Shell**
Reg. U. S. Pat. Off.

TRANSPARENT
BOXES



SALES jump when your product is attractively displayed in Pyra-Shell transparent containers. Customers see what they are buying, and Pyra-Shell makes what they see look good to them.

Assortment Packages

Pyra-Shell compartmented containers as illustrated permit you to package complete assortments of your most popular numbers—sell them as a single unit. Individual sales are larger—profit is greater. Dealers find your line easier to order, easier to display, easier to sell.

Send a sample of your product or assortment for full recommendations.

Address Department S

SHOE FORM CO. INC.
AUBURN, N. Y.



Reproduced from PARADE Picture Story, "PALISADES FROLIC"

PICTURE POWER is the most important development in modern journalism—the power of narrative pictures, in continuity, to attract and hold the greatest reader attention.

PICTURE POWER achieves 75%* average readership of every page in **parade** both editorial and advertising . . . insures better reading of your sales message . . . means more power to you.

*Proved by extensive survey

parade

Now

3,600,000 delivered . . . every Sunday . . . in 21 Key Markets

OCTOBER 1, 1946

The Sunday Picture Magazine
LEADS IN **PICTURE**
POWER

Resultful Direct Advertising

Planned, Created and Produced

by

D. H. AHREND CO.

has won

~~12~~ 16

NATIONAL AWARDS
in the Last 3 Years

Ask one of our qualified account executives to show you samples of many successful mailings. No obligation in the New York Metropolitan area.

D. H. AHREND CO.

125 to 333 East 44 ST., New York 17, N. Y.
MURRAY HILL 4-3411

YEAR 'ROUND
GARDENING
...with Garden News

In Dallas homeowners garden the year 'round... and they follow the pages of Garden News in The Times Herald for timely advice and authoritative articles. Especially edited for local gardening, Garden News is featured every week of the year in The Times Herald.

THE DALLAS
TIMES
HERALD

DALLAS' GREATEST NEWSPAPER

Represented by
THE BRANHAM COMPANY

Shop Talk

Memo to Salisbury: If you hear a shot off to windward, charge it up to me. For 48 seconds of time I'm poaching on your Significant Trends preserve with a S. T. of my own.

Too marked now to be considered anything but a significant trend are the numerous projects which are expressions of the recognition that top management itself needs training and re-training. It's a sign that management is truly beginning to think of itself as a profession. As in medicine, new tools and techniques are developing faster than most individual executives can keep abreast of them without some periodical clinical study.

SALES MANAGEMENT has reported on a number of these projects recently: On the General Foods management course for top executives (SM July 15, 1946), Consolidated Edison's "merry-go-round" plan for moving managers from one department to another (Sept. 1, 1946), the establishment of Golden Gate College's new School for Management (Sept. 15, 1946). The 1945 post-graduate course in sales management sponsored by the Sales Executives Club of New York pulled an enrollment of over 1,000. Management clinics set up by several individual management consultants are needing little promotion to attract full quotas of students. Harvard's course in advanced management for businessmen is back in session after suspension during the war. And only last fortnight Standard Oil of New Jersey announced that it will make it possible for its management personnel to take selected advanced refresher courses.

Group participation in management seminars in which executives from different types of industry take part, will, we think, help to emphasize how much all businesses are alike, and will encourage "horizontal" thinking by management. Consumer goods manufacturers will more often find it possible to adapt ideas from industrials, and industrials will take over techniques from the people who sell consumer specialties and services. And perhaps such training will bring about a realization of the futility of search for formulas and encourage more management men to work from principle. Of such a trend, therefore, SM heartily approves, for that is the basis of the whole conception behind the service this magazine is offering.

Destination, Paris: Associate Editor Woodward, whose antediluvian typewriter turns out those entertaining personality sketches on the pages "They're In The News," often complains loudly that his subjects are so interesting he can tell only half what he knows about them. Take for example, Mr. Ellis Emmons Reed, director of public relations for Air France, who appears on page 41 in this issue.

Mr. Reed's finely drawn public relations sense is responsible for many of the entertaining ideas that invariably move Air France customers to voluble conversation about the joys of Atlantic commutation. It was he, for instance, who advised management to mix nationalities in plane crews. Stewardesses are always French. Among the remainder of the crew you may find a Spaniard, a Canadian, an American (probably a pilot, since the line flies American-built ships), an Eurasian, at least one of whom can and will jabber with you in almost any language of your choice this side of Chaucerian English, one of the lesser well known Mongolian dialects, or that international tongue that is always turning up in crossword puzzles.

Nor has the line over-looked the opportunity to reinforce the French reputation for epicurean fare at table. Printed menus offer seven-course dinners that even Lucius Beebe would find newsworthy. The one in front of me features French hors d'oeuvres, chicken in wine and those exquisitely varnished fruit tarts that would tempt

SALES MANAGEMENT

even a congenital dyspeptic. The French lump all this under the heading of hospitality. We call it Grade-A salesmanship.

Let There Be Better Light: If you will browse through the photographs on page 44 and following, you will readily understand why I count the day spent last fortnight in Cleveland, at the re-dedication of Nela Park, as one of the more pleasant chores that fall to the lot of editors. G-E's reconstructed and re-equipped Lighting Center at which thousands of lighting executives and salesmen will be trained, not only reveals the extent of technical advancement in the field of lighting, but demonstrates hundreds of nuances of the great selling sense which has made the company a leader in its field.

Just about every modern tool and device for the presentation of organized ideas, about every trick of showmanship which can help to bring out the inherently dramatic qualities of the product, are there, and I'd be guilty of a lapse if I did not urge you to make a trip through Nela Park a part of your professional education, regardless of what you sell. If you have any skill at all in adapting ideas, you will find such a trip immensely stimulating.

The very atmosphere itself is a tonic, for no one in G-E is handicapped by any low mental ceilings with respect to the possibilities for further advancements in product design, or the scope of the myriad markets for more efficient lighting. Said President Charles E. Wilson, speaking at the dedication ceremonies:

"If there are quiet sermons in stones, there are undeniably tremendous messages for the future in light, a word which symbolizes almost all of the progress that men have ever made. There is a great deal that is forever stimulating and satisfying in the continuing developments of the electrical industry and I have always felt that there was a particular satisfaction in being associated with the business of putting light into the world. For one thing, there is no foreseeable end to the job; we can throw ourselves into it, as scientists or engineers or manufacturers or salesmen, and never approach a point of saturation. Now we can foresee a point at which the quality and efficiency of light sources cannot be improved. I could almost say that we cannot foresee a point at which the cost of light cannot be lowered . . .

"Nevertheless, even here there is a great deal of ground to be covered before the cost of light reaches a final practical resistance point, swift as has been our progress to date. In no field of human endeavor has the investment of scientific genius, manufacturing skill, and merchandising effort—those three tremendous tools which only a system of free enterprise has been able to co-ordinate and put to effective use—returned such vast and tangible dividends to all concerned, as in the field of light. I am not referring here to the material rewards that have accrued to the lighting industry, but to the literally millions of human lives that have been touched and lengthened, of the countless tasks that have been eased and their performance perfected, by the instrument of light. And this is only a beginning."

Niblets: Some booklets that might interest you: "Distribution Costs in Expanding Markets," a new report sponsored by the Domestic Distribution Department Committee of the Chamber of Commerce of the United States. (Address: Washington 6, D. C.) . . . "The Semantics of Financial Reports," issued by Hill and Knowlton, public relations counsel, Cleveland (Republic Bldg.). Don't let that word "semantics" scare you; it just means terminology. . . . "Opportunities in Selling," the booklet sponsored by the National Federation of Sales Executives and to be issued through the Small Business Unit of the Bureau of Foreign & Domestic Commerce, Washington, is on the presses, will be available soon.

A. R. HAHN
Managing Editor

70.54%

Of America's Teachers POST ADS IN CLASSROOMS!*

*This fact, learned in a recent survey, points out the tremendous selling potentialities of State Teachers Magazines. Twenty-five million students respect teachers and look to them for guidance . . . remember what teacher says or posts on the bulletin board; thereby, spending habits in America's homes are affected.

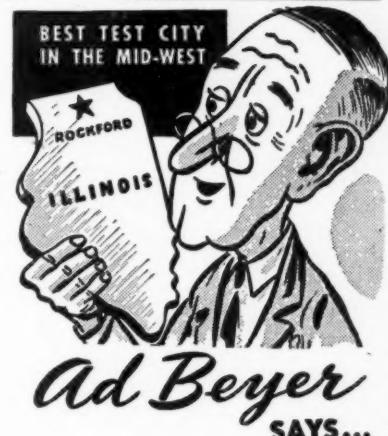
State Teachers Magazines reach a larger number of America's teachers than any other publication in the field—710,161. Because of editorial matter dealing directly with teachers' problems—talking their language—ads carry weight and are convincing.

For details, write: State Teachers Magazines, 307 N. Michigan Ave., Chicago 1.

Georgia C. Rawson, Manager
Reaching America's Most Influential Market

**State Teachers
MAGAZINES**
710,000 Subscribers

An association of 43 state teachers magazines



No surprise to me . . . total bank deposits now place Rockford in the select 100 MILLION DOLLAR group. Present day deposits of \$103,658,825, nearly three times the 1929 high.

Mister, that ain't hay . . . that's buying power!

At the Top in Illinois

ROCKFORD
MORNING STAR
REGISTER-REPUBLIC
111,000
METROPOLITAN POPULATION

Don't Abandon Sales Themes Just Because They Bore You!

BY BRASS E. TACKS

So you're tired of using the same old slogan? Weary of the repetition of a hard-working trademark? You yearn for something new. Then remember that it takes years for the indifferent public to absorb even a simple selling idea.

I've just finished reading *The New Yorker* (I enjoy it immensely). Those little news-breaks are cute. There's one type, as you probably know, titled "Infatuation With Sound of Own Words Department."

I can't help but wonder how many ad men, as I do, get a little inner ping upon reading those words. The fear is so constant within me that we may become so infatuated with our own words, that we exaggerate the attention which trade and public is paying to our advertising.

In staff meetings, here, at the plant, I've heard top executives stand up and oratorically declare that our advertising is catching on like mad. They imply that the public memorizes our every word, that competitors are preparing classified real-estate-for-sale advertisements to dispose of plants and that, come a few more insertions, we'll have to defend ourselves on monopoly charges.

Enthusiasm and Perspective

It's nice to hear, sure. It makes very pleasant listening. But how much of it should be believed?

Don't competitors do the same thing at their meetings? Aren't other sales forces indulging in the same sort of pre-election boasting? We've 200 manufacturers in our industry—I constantly wonder if they're all that confident.

Or are we maybe kidding ourselves some? Isn't there, perhaps, an "infatuation with sound of own words?" Our men constantly, all day every day use and hear our sales theme.

To make things specific, let's say that our product is the Hotflash Home Freezer, that a giggling little Eskimo is our mark and that our sales theme is "Only Hotflash has the

North Pole Non-Oscillating Thermo-Coupler."

Our boys use the name Hotflash to the extent that they're hypnotized. They consider the little Eskimo an intimate friend. And as to the North Pole Non-Oscillating Thermo-Coupler, that's magic itself! Housewives, they'll shout at you, reach for down payments between osc and mo!

Salesmen are human beings. And being human beings they respond to advertising, even to their own. Advertising works via repetition—and the repetition in their case is a thousand times greater.

The fear, then, that haunts me is that our men, all of them, field and home office, will be lulled into a non-realistic frame of mind. To maintain perspective with this enthusiasm becomes difficult. Yet, doing so, pays dividends. It can add practicality to sales thinking.

Coming back from a recent trade show, our boys were all talking at once, over highballs in the compartment of the vice-president, and all declared (in turn and simultaneously), like the chorus of a Greek play, "We stole the show!"

Well, I'll bet money that in some other compartment of that same train another group of chanters, our competitors, were singing the same song—and repeating it, one to the other, as we were doing, until all were convinced of it.

Then, there's a secondary fear that goes with the first. This constant "infatuation with sound of own words" can bring about too quickly, "We're sick and tired of those same words over and over, give us some others!"

Salesmen just have to talk. And, so long as we retain this North Pole Non-Oscillating Thermo-Coupler theme, that's what our men have to



talk about. Periodically, no doubt, one or more of them will memo me with the plea that we switch to a new theme—simply because they're fed up to the point of nausea with the one that had so recently seemed to them a thing of beauty.

And, unfortunately, our men will reach that point just about the time that the public is really beginning to be aware that the North Pole Non-Oscillating Thermo-Coupler exists.

The public picks up sales themes slowly. People not only aren't interested in memorizing our commercial messages, they actively fight them. Intrusion on their inner-most intelligence vault is resented!

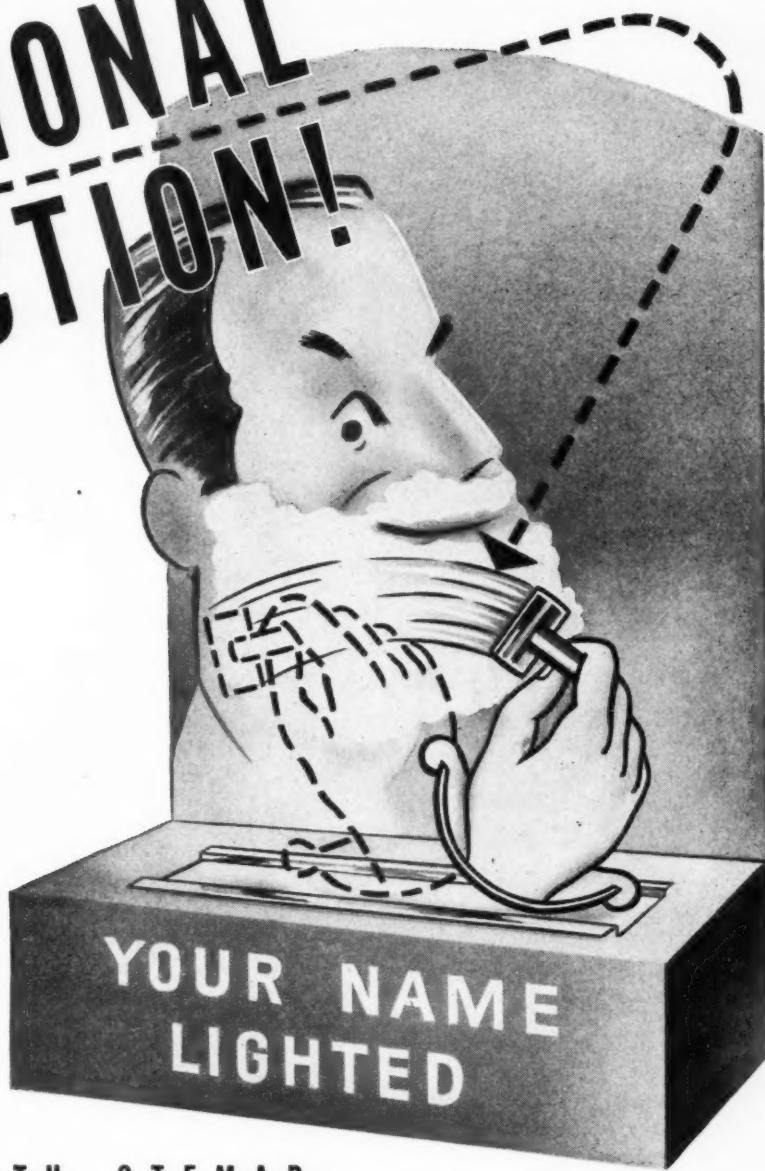
Repetition Does It

Mass production and mass advertising have progressed to the point today in the United States that an average man has thousands of advertising blows thrown at him each day. Two or three newspapers with hundreds of advertisements each—plus six to 10 radio programs—plus a magazine or two—plus some car-cards—plus some outdoor advertising, bulletins and highway signs—plus matches, pencils, phone books and blotters—plus sky-writing, sound trucks, sandwich men and painted truck sides—plus, plus, plus. In a year, it may well be that an average citizen is asked to absorb over a million advertising messages.

Hence, for any one sales theme to penetrate into his inner consciousness, to lodge there and to have sales worth, it must be banged and banged and banged and banged and banged and banged until, finally, the little doorkeeper way inside says, "O.K., I give up, c'mon in."

I've a fear that our nauseated salesmen, just as our preliminary banging is completed, just as the little guy is coming down to open the door, will persuade my boss to call me in and say, "Brassy, the boys in the field seem tired of the North Pole Non-Oscillating Thermo-Coupler, let's get a new sales hook!"

MOTION DISPLAYS with
**SENSATIONAL
NEW ACTION!**



**NO MOTORS
NO GEARS
NO MAGNETS**

Now, at last—lithographed cardboard displays with action—at low cost.

Exclusive Licensee
U. S. Pat. 2388182

EXCLUSIVE WITH STEMAR

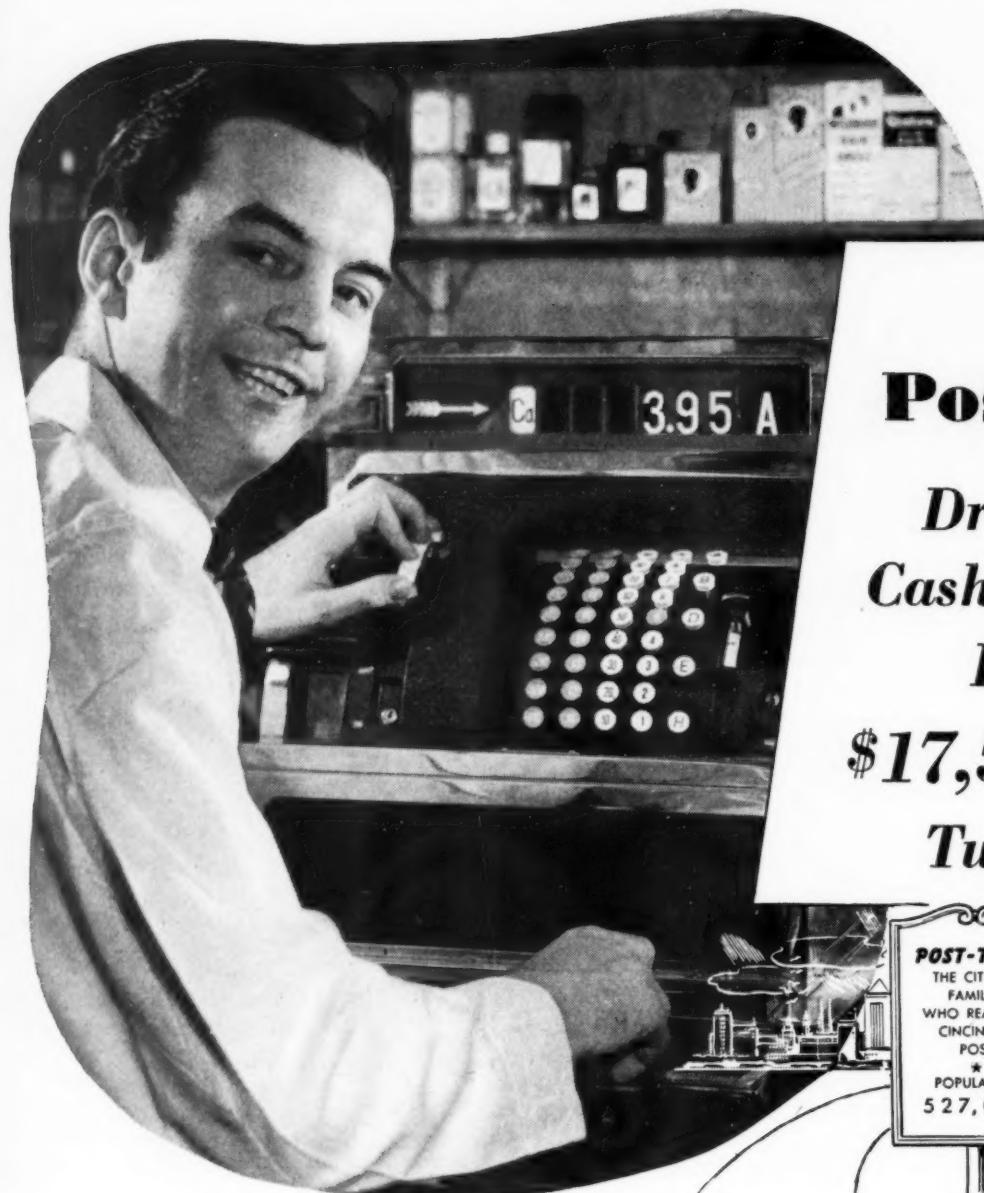
Stemar has again "scooped the field" with the Stemar-flex Motion Unit in action displays. No motors, gears, magnets or mechanical "gadgets" to get out of order—a simple, trouble-free motion device which requires only an ordinary 60 watt light bulb to actuate it. A "double-duty" display unit, for the bulb also gives a light display for company name, trademark or feature copy. Write or phone for information on how you can put your product over quicker and better with a Stemar-produced Stemar-flex action display.

STEMAR COMPANY, INC.

35 E. Wacker Drive • Phone: State 4313
CHICAGO 1, ILLINOIS.

Stemar designed Stemar-flex Motion Displays are suitable for a wide variety of products and purposes.





In
Post-Town
*Drug Store
 Cash Registers
 Play a
 \$17,528,000
 Tune . . .*



THE CINCINNATI POST'S
 TOTAL CIRCULATION
 is now
152,747

(ABC Publisher's Statement,
 March 31, 1946)



NOWADAYS, drug stores sell "everything"—and Post-Towners seem to buy everything drug stores sell. For these 527,000 members of families who read The Cincinnati Post spend \$17,528,000 a year in drug stores alone.

As for their *total* retail expenditures, these come to \$337,594,000 yearly. But, in spite of generous spending, Post-Towners have \$162,416,000 in savings accounts—not including their check book balances. Don't miss this market! But, remember, you cover all of it *only* with The Post!

Cincinnati Post

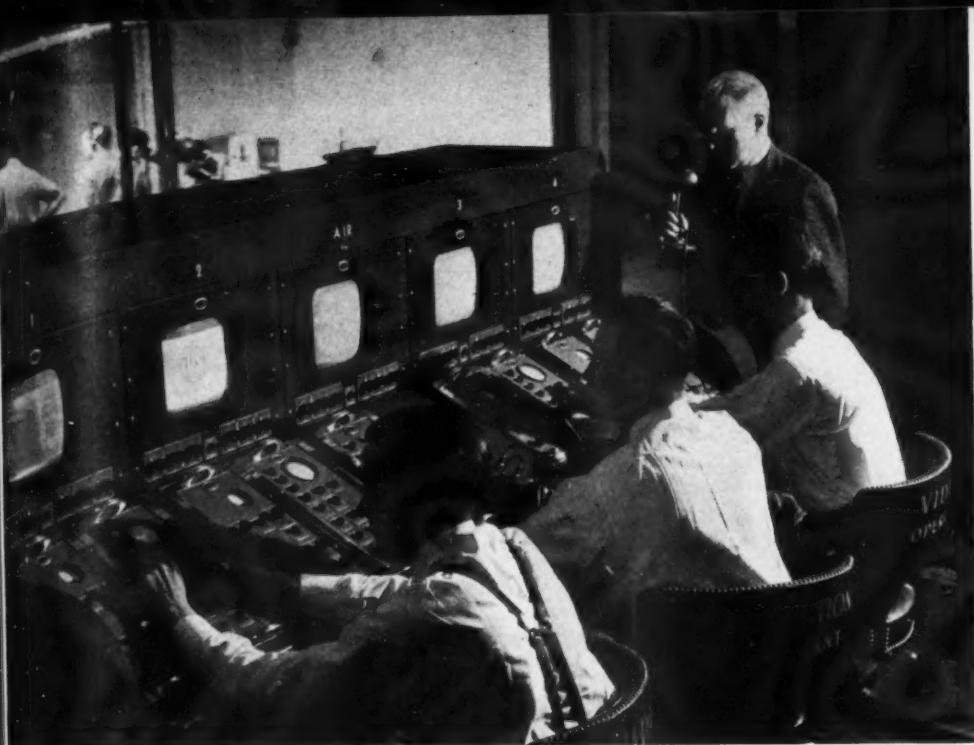
THE NEWSPAPER FOR **ACTIVE CINCINNATIANS**

Robert K. Chandler, National Advertising Manager

CINCINNATI 2, OHIO

Represented by the National Advertising Department of Scripps-Howard Newspapers

SALES MANAGEMENT



IN THE CONTROL ROOM members of the television production staff put the U. S. Rubber show on the air. Charles J. Durban at microphone.

U. S. Rubber...Pioneer in Television

Based on an interview by A. B. Ecke with **CHARLES J. DURBAN**
Assistant Advertising Director, United States Rubber Co.

One of the most active sponsors of commercial television, U. S. Rubber now uses the medium to reach thousands of potential customers—demonstrating to retailers at the same time how easily merchandise can be advertised.

The United States Rubber Co. has set up its counter on the ground floor of the new emporium—Television.

A pioneer in commercial television, U. S. Rubber is one of the country's most active sponsors of television programs, and is now using the medium to reach thousands of potential customers who do not yet have access to video sets. And more—it is helping to sell television to both the buying and selling publics.

How is the company accomplishing all this? By filming events such as Detroit's Automotive Golden Jubilee, telecasting the movie over the network, then routing the film throughout the country to branch offices, dealers, and prospective buyers of the company's products.

In doing this, U. S. Rubber is promoting television in general. And there will be even more promoting when the company releases to the management of department stores a nine-minute fashion film which was recently aired on one of the com-

pany's telecasts. The movie was filmed at U. S. Rubber's touring "Science Serves the Farm" exhibit when it visited Minneapolis. It highlights a number of products. Attractive models wear the latest in Keds sports shoes. . . . Pretty girls wear bathing suits made of Lastex yarn. . . . Fishermen put their best foot forward in U. S. Rubber boots. . . . Bobby-soxers ride bikes equipped with U. S. tires.

To be sure it's a straight commercial—but its value, Charles J. Durban, assistant advertising director of United States Rubber Co., points out, lies in its sales message to retailers who see in television a new advertising medium. Within a few hours after receiving new merchandise, stores are now able to display the merchandise in every home possessing a television set. Take a playsuit—all that would be needed: a background screen, a little matted grass, a pretty girl—and of course the playsuit.

U. S. Rubber officials realize there

is little immediate sales advantage in a program which reaches only a few thousand people in the eastern metropolitan and Chicago areas. But, however, they know that the television business is on the up because manufacturers of video sets expect to produce more than 100,000 this year and possibly 500,000 in 1947.

"We are learning our way around in a medium we think is growing every day in prestige and efficiency," says Mr. Durban. "As television's big day arrives, we will know how to handle the televising of films and live shows. That might be very important in the future. With our evening program we have also staked a claim to one of the best broadcasting hours of the day. Shortly, when program time is at a premium we believe our priority will have a definite value."

Mr. Durban cites the promotional value of the film distribution as another reason for the company's growing interest in television shows. "Already the Automobile Manufacturers Association has made our Detroit Jubilee film a part of their archives, and we have found the event to be of such historical significance to warrant sending the film about the country. Several universities have requested copies and no doubt civic organizations will also be interested in the picture."

United States Rubber Co. telecast its first official program, "Magazine of the Air," on May 6, 1945, after several experimental shows. For half an hour every Tuesday night it now projects its "Serving Through Science" program over WABD in New York City and the co-axial cable hookup of two other stations in Philadelphia and Washington. Sometimes a film of the show is sent to the General Electric station in Schenectady, which re-telecasts it the following day.

Bearing the company's slogan as its title, the "Serving Through Science" series undoubtedly can be termed a "public service" program even though sponsored by a business firm. Radio program directors acknowledge this to be a condition that rarely exists in the straight broadcasting field, although U. S. Rubber's regular broadcasting of the New York Philharmonic-Symphony concerts over CBS represents a public service seldom found in most sponsored radio programs.

Films Are Action-Packed

The Du Mont programs have been made up largely of educational films, but films that are definitely interesting and action-packed. Subjects covered have included the United States Secret Service, the Federal Bureau of Investigation, various Army and Navy activities, the Department of Agriculture, the Office of Education, and Cornell and Rutgers Universities.

"We pick our films for their interest and their educational value," explains Mr. Durban. "All the pictures have been chosen for their interpretation of facts and developments which apply to the daily lives of our listeners."

And there are other factors that enter into the selection of films as well as the staging of "live" television programs, Mr. Durban points out. Objects must be prominent enough to reproduce in the final picture that comes through the television set. Films in which the action is in the distance or movies that depend on scenic backgrounds for their chief value are practically worthless.

A typical "Serving Through Science" program was the August 6th telecast from the WABD-Du Mont studios in the John Wanamaker store in New York City. Combining movies with a live show, the program featured a picture, "Bird Islands of Peru," showing wild bird life in the South American country. Dr. Robert Cushman Murphy, chairman of the Department of Birds at New York's Museum of Natural History, who

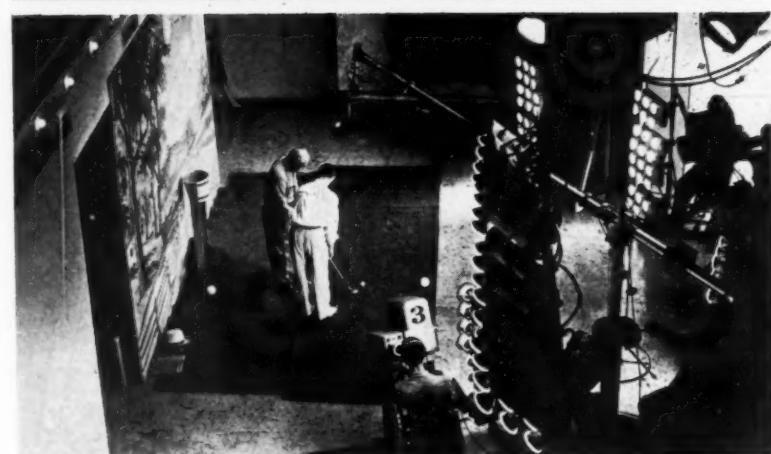
made the film, appeared on the program to explain and elaborate on the movie.

U. S. Rubber is a pioneer in the televising of public events. In cooperation with ABC, the parade of antique automobiles and other features of the Auto Jubilee were filmed in May and telecast over four stations. The Minneapolis Aquatennial and the Tam O'Shanter golf tournament at Chicago were also televised.

In these features the news camera supervisors made their own decision as to what subject to televise. "We at U. S. Rubber give no editorial advice on this type of film," Mr. Durban

made a day for the tourney and covered demonstration, trick shots and interviews with celebrities as well as the actual tournament play. Films were made at the same time for later use, with enough "high spots" recorded for a half-hour movie.

Although "plugs" for the company's products are definitely prohibited in news films, brief commercials are given at the beginning and end of each telecast. Actually, only those public events which can be tied in with U. S. Rubber products are televised by the company. The Auto Jubilee provided an opportunity for a U. S. Royal tire announcement



IN THE DU MONT TELEVISION STUDIO (above) actors in the United States Rubber Company's weekly show prepare for opening of program. (below) A television participant is learning the best golf technique in this video program.

says. "We treat these public events films just as if they are straight newsreels."

Actually, the television coverage of the events has proven much more complete than the usual newsreel. The Auto Jubilee film was a half-hour picture, while the newsreel version took up less than five minutes on the screen.

Practically the entire four-day Tam O'Shanter golf match was televised directly over WBKB in Chicago. The station allotted more than five hours

and the Tam O'Shanter for U. S. golf balls. The Aquatennial was a natural for bathing suits made of Lastex yarns.

With more than a year's experience in the televising of public events, educational films, quiz shows and other features, U. S. Rubber has plans for expanding its present program. Shortly the company will have two shows a week on two separate networks, the present Du Mont series and a new program on WNBT, New York City, and other NBC television stations.



A NINE-MINUTE COMMERCIAL FILM to advertise U. S. Rubber's many products was made at the company's Farm Show in Minneapolis. After being telecast recently, the film was distributed to department and other retail stores to demonstrate how easily merchandise can be advertised by television.

A new series of television programs titled "Serving Through Science," and sponsored by U. S. Rubber in cooperation with Encyclopaedia Britannica began August 27. The programs will be televised each Tuesday night at 9:00 P.M., EDT, for six weeks over Du Mont's WABD, and will feature Dr. Miller McClintock, research consultant to Encyclopaedia Britannica, as commentator. The programs will also be telecast in Philadelphia over WPTZ and in Washington, D. C., over W3XWT.

Films Add to Interest

The telecasts will follow the general pattern set by the company's series of scientific talks in the intermission period of the New York Philharmonic Symphony radio programs, with the advantages of films and other visual equipment which is being supplied by Encyclopaedia Britannica and Dr. McClintock, to add to the general interest and clarity of the programs.

"The widespread interest in science by the public is amply demonstrated on our Philharmonic radio broadcasts," Mr. Durban says. "Now with the aid of visual equipment, we are convinced that these television programs will be equally successful.

"The programs are designed to be interesting, instructive and informative, and on an easily explained basis within the grasp and understanding of the average layman. We feel that we are particularly fortunate in having a commentator of Dr. McClint-

ock's stature for this series. As a director of research at Harvard University for many years, and as a consultant in the making of many of the pictures to be shown, he will do much to illuminate the subjects to be presented.

"And, with the authoritative resources and material of Encyclopaedia Britannica, we are confident that this series will offer the telecast viewer the best in scientific programs offered to date through this medium."

The first of these programs, "Consumption and Production of Foods," dealt with food and diet conditions in all parts of the world and its resultant effect on the lives and activities of various peoples and nations, and its relationship to war and peace.

Television Quarterback

U. S. Rubber recently telecast the All Star football game and during the fall expects to sponsor a "Television Quarterback" series starring Columbia coach Lou Little who will discuss the college games of the previous Saturday and pick the winners for the following day.

Running interference for Mr. Little will be a blackboard on which he will describe the formations and plays. He will then show motion pictures to illustrate how these plays are actually executed. Thus the televiwer, enjoying the program at home, will be able to imagine himself as a coach scouting an opponent's team. This is one show that definitely can never be duplicated by radio.



County AGENT VO-AG TEACHER OR EXTENSION LEADER

Make no mistake about it—County Agents, Vo-Ag Teachers and Extension Leaders are big men in the farm market. Men who daily influence the lives of 6,000,000 farm families.

They're the men who read, remember, and respond to Better Farming Methods. Because it's *their* business magazine. Has been, in fact, for 18 years.

So isn't it simply good business to include Better Farming Methods on *your* farm magazine schedules?

14,000 CCA Circulation



WATT PUBLISHING CO. • MOUNT MORRIS, ILL.



TRADE-MARK EMPHASI AT POINT OF PURCHASE

OVER THE YEARS, few advertising campaigns have approached the caliber of advertising for Coca-Cola. This advertiser has been notable for the good taste, the powerful simplicity and the consistent quality of its pictorial and story presentation. As an example, the display shown herein—for use at points of purchase—is one of many similar

items Forbes is privileged to create and produce each year for Coca-Cola. It is material such as this that has helped to merchandize **THE PAUSE THAT REFRESHES** with ice-cold Coca-Cola as an accepted national custom. Let us help you to maintain favorable recognition and acceptance of YOUR trade name and product at points of purchase and use.

FORBES
LITHOGRAPH CO.

NEW YORK CLEVELAND

P. O. Box 513 Boston

CHICAGO ROCHESTER

SALES MANAGEMENT



WINDOW DISPLAY

Emphasis on renowned, reliable trade name;
created, produced in color by FORBES, Boston.

FORBES LITHOGRAPHY HAS BEEN VITALIZING AMERICAN TRADE-MARKS FOR 84 YEARS

Low Costs, High Incentive, When You Pay Men for What You Want Them to Do

BY BERT J. TODD • Vice-President, Ortho Pharmaceutical Corp.

Is your compensation plan for salesmen geared in closely enough with the functions you want your men to perform? If not, you may find this argument in favor of a point system helpful in overcoming this salient weakness.

The greatest single weakness of many compensation plans for salesmen is failure to relate payment to the sales task assigned. In any sales program, we as management, must know what we want our salesmen to do—then, we should pay them according to what they accomplish.

Many sales programs get out of gear because the accent is placed upon wrong things. As a result, some of the following things might happen: 1. Profitable items do not get enough attention. 2. There is not enough sales promotional work done. 3. New products do not get distribution. 4. Old products are neglected. 5. Displays are not put up. 6. Meetings are not held. 7. Literature is not distributed. The list is endless; these are only a few examples.

Now, let's take a couple of case-histories to illustrate this point. The other day a sales manager was telling me about a very serious problem he had. He was in a competitive business and point-of-sale display was a big factor. He was losing a lot of business to his main competitor because his men weren't calling on retail stores. I think you'll find it interesting why they weren't calling on retail stores. The fault in this case stemmed from the compensation plan. A very large share of the salesman's income came from the bonus which was paid on sales-over-quota. Consequently, salesmen were most interested in shaking large orders out of wholesalers and not too inclined to visit retail stores to pick up turnover orders. His problem resolved itself to this: He was paying salesmen for one thing and wanted them to do another thing. Your reaction to this situation could be that his men still must call on wholesalers. That's true—but, if retailers don't sell his line, what can the wholesaler do with it?

Another example might help. Several years ago I was selling pills for a small Middle Western drug house.

The sales idea was to call on dentists and get them to prescribe these pills and we would sell them to druggists. Druggists were to get business as a result of samples dentists passed out and from those patients to whom he recommended our products. We were paid a commission on sales and I must admit that we didn't spend much time with dentists. We loaded every drug store in sight and I'm sure you know what happened. The pills stayed there.

If we agree that there should be a definite relationship between the compensation plan and the sales task, what can be done about it? The first thing to do in starting the right kind of a sales operation is to analyze the salesman's job, and figure out what he is supposed to do in a territory. Once this has been accomplished, you can put the salesman on the job with proper instructions for daily, weekly and monthly activities. If management doesn't know what he is

supposed to do, I don't believe it can expect the salesman to know how to apply his time and skill intelligently. Many people think that all the salesman has to do is sell—but, today the salesman's job is more than that. Many salesmen have a large share of sales promotional responsibility. Some salesmen work on the advertising program and a great many other things that make up the total sales program. Cigarette salesmen, for example, aren't too concerned about selling cigarettes—they have to put up displays and posters and introduce new brands. Representatives of firms manufacturing certain types of dairy equipment spend little time selling products, but most of the time giving demonstrations. There is no question but what any new sales operation—or even an old one—could stand a thorough analysis of what a representative should do in the field. The analysis should start by management setting down those things which representatives are supposed to accomplish on the sales front. Following that, a study should be made of ways and means of carrying out these objectives in the field.

When we have a job analysis and know what we want to accomplish, how can we gear the compensation



"We bought it second-hand from the Government. Every time we turn it on it blows money all over the place!"



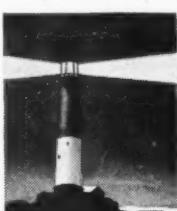
"Give light and the people will find their own way"

SCRIPPS-HOWARD

NEW YORK . . . World-Telegram
CLEVELAND Press
PITTSBURGH Press
SAN FRANCISCO News
INDIANAPOLIS Times

COLUMBUS Citizen
CINCINNATI Post
KENTUCKY Post
Covington edition, Cincinnati Post
KNOXVILLE News-Sentinel

OCTOBER 1, 1946



NEWSPAPERS

DENVER Rocky Mt. News
BIRMINGHAM Post
MEMPHIS Commercial Appeal
MEMPHIS Press-Scimitar
WASHINGTON News
EVANSVILLE Press
HOUSTON Press
FORT WORTH Tribune
ALBUQUERQUE Tribune
EL PASO Herald-Post

UGLY whispers raced through Cleveland. "Heard about the new party?" . . . "We'll put those foreign-born _____s in their place" . . .

Who was behind this subversive talk? A reporter for the *Cleveland Press* thought he knew. For a week the reporter had shadowed a mysterious stranger who preached a dangerous gospel of hate and racial bias—who collected donations for his "party".

Then the *Press* ripped off the mask! A series of four articles exposed the stranger as a professional rabble-rouser and apostle of sedition.

Public Opinion drove this menace out of Cleveland . . . finally forced his indictment for sedition. That same Public Opinion, intelligently aroused . . .

AMERICA CAN CRUSH AMERICAN QUISLINGS!

AMERICA has one weapon that can deal with either a local trouble-maker or a national menace. That weapon is Public Opinion. The menace is the *Communist Fifth Column*.

Your newspaper has pointed out that America has no quarrel with *Russian Communists*. If Russia wants Communism, that is none of our business.

But your newspaper warns against the *international Communists* within our own country—men who call themselves Americans, but take their orders from Moscow. Men who serve foreign masters—yet spread their poison in our labor unions, political parties, schools, even our homes.

Daily, your newspaper points out these traitors and their sometimes more dangerous "fellow travelers."

THINK as you read these facts. An informed and unified Public Opinion is the ONLY force strong enough to protect America against these peddlers of subversive *foreign* ideals, these saboteurs of American democracy.

And Public Opinion is YOU—multiplied by millions.

plan to our goal? Perhaps, an example would help. Let's say that our company wants distribution, point-of-sale displays, poster and banner advertising in the store, and product demonstrations. This would mean that the representative should sell wholesalers and retailers, set up displays, put up posters and give demonstrations to potential consumers. Our problem now is what kind of a compensation plan would be best in this case. Probably because a large part of a man's work is sales promotion and not straight selling, you would want to pay him a salary, because on salary you would have greater control over his activities. This probably is necessary with this job. Beyond that you would like to pay him a bonus for outstanding work. Let's ask ourselves this question: What would happen if we paid bonus on sales-over-quota? Very likely this could happen: The salesman might load up dealers and forget to help them sell the product. I know that you might say that only a pretty bum salesman would do that kind of job. We know that the better ones wouldn't. However, let's realize that not all salesmen can plan too far ahead and perhaps we should make it easy and better for them to do a balanced job.

At least one workable method for inducing salesmen to place emphasis in the right places is through a compensation plan based on a point system. Under such a plan the four or five functions to be stressed are weighted according to their importance to the company.

Let's assume that a firm, through analysis, has determined that these are the paramount functions:

1. The production of greater volume on long-profit lines.
2. The opening of more Grade A accounts.
3. Putting up of displays.
4. Distribution of specialties to retailers.

These factors of performance can be weighted according to their importance. For example, if factor No. 1 is the most pressing problem, it could be weighted the heaviest. To take an arbitrary figure, let's say we would credit a salesman with 10 points for each \$1,000 volume on long-profit items. Because new Grade A accounts are important, eight points could be allotted for each new one. For displays, one point for each. For distribution of specialties, a man would receive five points per \$1,000.

These accumulated points would be translated into bonus compensation by allowing so many dollars or cents per point according to what the accomplished task was worth to the company. The men under such a compensation plan would probably best be on salary and bonus, the bonus to be paid according to points accumulated.

One advantage of a flexible plan is that it can be geared to do the job you want done. A flexible plan can be used to advantage in marginal territories. In certain industries, where goods are sold through large

SM Takes a Bow

An "Award of Merit" was given to SALES MANAGEMENT on September 16 for the best single issue of the year in the ninth annual competition for editorial achievement conducted by "Industrial Marketing." The award, presented at the September meeting of the New York chapter, National Industrial Advertisers Association, was for the 1946 edition of SALES MANAGEMENT'S "Survey of Buying Power."

distributors, a given territory may not show any direct sales. This is the case in many companies where territories, say New Jersey, are supplied from New York and Philadelphia. Under the circumstances, a man can't be paid a bonus according to sales. You can figure, however, what is most important for him to do in that territory, and he can be paid according to points accumulated on the tasks assigned.

We are all confronted with marginal territories that don't have enough business to support a representative. In these cases, we have to weigh the cost of doing business against the cost of not doing business. Sometimes the situation amounts to the fact that you actually can't afford a man in the territory, but from a potential point of view and competitive-wise you can't afford not to have a man in the territory. If the territory is undeveloped, ways and means must be found for paying the representative for a good job. Here, we must remember that he might work harder getting \$20,000 worth of business out of a poor market than another man would have to work in getting \$100,000 out of a good market.

Compensation plans based upon the tasks assigned, or paying salesmen for what you want them to do, should result in these benefits: 1. A more balanced sales job in the territory. 2. A more equitable compensation to all men regardless of market differences. 3. Greater control over activities of salesmen. 4. A greater flexibility of the sales operation. 5. A more nearly contented and happier sales force because they are being paid for what they do.

Globe Inc.



Jet-Propelled Distribution

BEATS COMPETITION TO THE DRAW -

To have your products on the sales spot when consumer demand vibrates—employ L & L Modern Warehousing... NERVE CENTER OF DISTRIBUTION *

L & L's far-reaching facilities encompass the last word in distribution techniques...the kind of strategic manipulation that gets goods to far flung areas in time to win markets.

Write for the new L & L distribution brochure.

U. S. PAT. APPLIED FOR

LEHIGH WAREHOUSE AND TRANSPORTATION CO

LACKAWANNA WAREHOUSE COMPANY INC. • LEHIGH WAREHOUSE AND TRANSPORTATION COMPANY - NEWARK
LEHIGH WAREHOUSE AND TRANSPORTATION COMPANY - ELIZABETH • LEHIGH WAREHOUSE CORP. OF BROOKLYN
LEHIGH TRANSPORTATION CO INC. • FOREIGN & DOMESTIC CORP. • FOREIGN & DOMESTIC BOTTLERS OF NY INC
LEHIGH CONSOLIDATING COMPANY INC

HEADQUARTERS: 98 FREILINGHUYSEN AVENUE • NEWARK 5, NEW JERSEY

Promotion

Outdoor is Back

The war and ensuing gasoline and rubber shortages put outdoor advertising under a temporary cloud. It's back again and Standard Outdoor Advertising, Inc., has a booklet, newsworthy since it contains the first map of the Standard network and lists, for the first time, the complete Standard network membership. Write the company at 525 Lexington Avenue, New York City.

How Indianapolis Lives

An impressive and thorough-going analytical study, which you'll want, on buying habits, brand preferences, dealer distribution and ownership, compiled and published by *The Indianapolis Star* is off the presses. Marked "First Report," the 142-page book is tab-indexed, classified, and alphabetized. It provides a complete reference for the Indianapolis market. To prepare it, 5,000 questionnaires were mailed. The book also contains maps and a chapter devoted to the methods used in completing the survey.

The Boston Bag

WEEI, Boston, has an attractive promotion-piece, second of its kind, printed in the shape of a satchel and appropriately titled, "It's in Our Second Boston Bag." It's a summing-up of WEEI's place in the advertising sun, provides some salient facts regarding Boston listening habits.

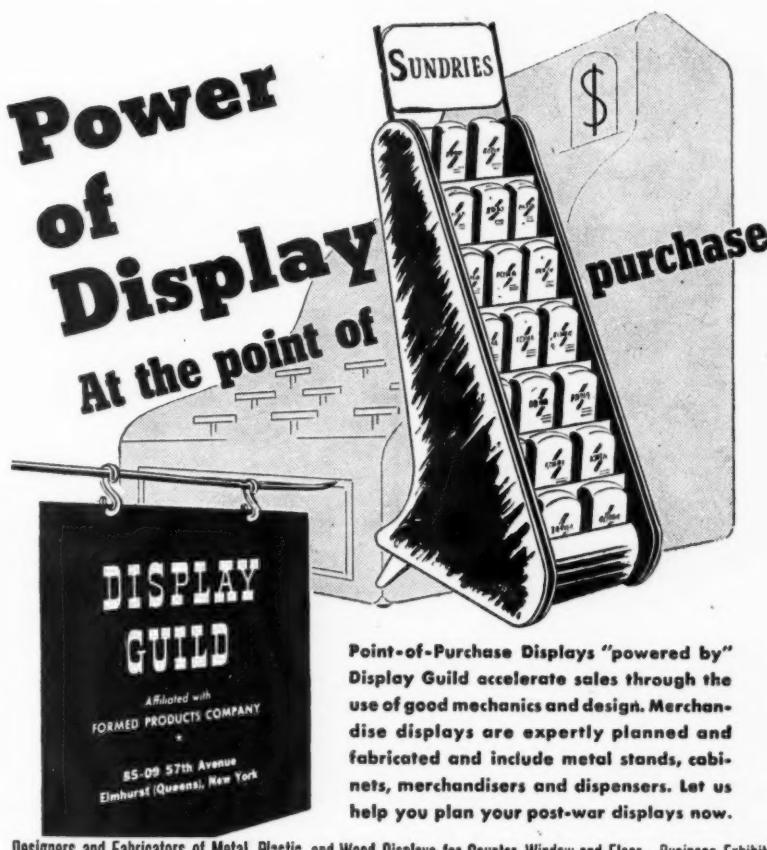
The Times Blows a Horn

"You Can't Expect Double Duty From a Musician . . ." a new piece by *The New York Times Magazine* emphasizes the trade and consumer acceptance of the *Times*, lists 381 wearing apparel advertisers and agencies who used it during the first four months of '46. Many of the advertisements are reprinted.

S. M. Tips Its Hat . . . to *The Pittsburgh Sun-Telegraph* for its monthly bulletins, "The Local Slant." They're a monthly record of daily newspaper advertising on varied commodities. Latest is on leading retail food outlets, lists each Pittsburgh newspaper and percent of lineage for each . . . to WOL, Washington, D. C., for making use of the boost the station got by members of Congress, on the floor of the House of Representatives, by reprinting the record.

OCTOBER 1, 1946

MERCHANDISE DISPLAYS WITH BEAUTY, FUNCTION AND FORCE



Power of Display
At the point of purchase

DISPLAY GUILD
Affiliated with
FORMED PRODUCTS COMPANY
85-09 57th Avenue
Elmhurst (Queens), New York

Designers and Fabricators of Metal, Plastic and Wood Displays for Counter, Window and Floor • Business Exhibits



Old Demon Newsprint Shortage has us on the mat . . . and it's MURDER! For it means rationing advertising space . . . it means low lineage records . . . it means national and local advertisers can't do justice to the tremendous importance of our market.

Yes, . . . down but NOT out. For we'll lick this demon eventually . . . and THEN, as always, we'll be a winning combination . . . the Greater Press-Telegram, and the Greater Long Beach Market!



LONG BEACH
Press-Telegram

Press-Telegram
A BALANCED NEWSPAPER
IN A BALANCED MARKET!

REPRESENTED NATIONALLY BY WILLIAMS, LAWRENCE & CRESMER
Los Angeles - San Francisco - Detroit - Chicago - New York

RADIO KIST

SANTA BARBARA • CALIF.
HARRY C. BUTCHER AND
STAFF

TELEPHONE 4000
TWX S BAR 7389
BENJAMIN FRANKLIN
BUILDING

*Sixth Richest Per Capita
Market in the United States*

*The Quality Station
in A Quality Market*



Affiliated With National
Broadcasting Company
250 Watts 1340 KC

WBNS REGISTERS HIGH



Burlington Commands Vermont's Largest Food Market

Vermonters work well, eat well, and spend freely for advertised food products. Burlington (Vt.) taps an ABC trading area of more than 126,000 hearty Vermonters. The BURLINGTON FREE PRESS is the blanket that covers this rich food market.

The Burlington Free Press
EFFECTIVE BUYING INCOME—\$3,752 PER FAMILY

Will Future Salesmen Be Pilots, Too?

"Definitely yes," says Bond Corp., Portland, Ore., after studying costs of an experimental 9,000-mile sales trip.

There is one firm in this country which is now firmly convinced that salesmen of the future will have to know how to fly an airplane as well as drive an automobile. This is the Bond Corp., Portland, Ore., manufacturers of Old Mill Ice Cream Mix.

One of Bond's salesmen, M. L. Michels, who had never flown before, recently completed a 9,000 mile air trip around the United States as an experiment. After studying expense accounts, the Bond Corp. is convinced that sales trips should be made by air all the time.

On this 38-day trip, Mr. Michels called on 193 brokers, wholesalers, and large retail buying organizations in 43 cities. The itinerary included cities as far east as Cincinnati, Ohio, and as far south as New Orleans. The chartered plane—a Funk two-

seater with room enough to carry personal baggage and Mr. Michels' samples—was in the air 100½ hours, and flew from 75 to 100 miles per hour.

"The question we wanted answered," Jack Bond, president, explains, is, "does it pay?" Peter Vanguard, operator of the charter plane, submitted these costs on Mr. Michels' trip: Gas and oil \$109.33, storage \$47.51, miscellaneous \$15.48, for total plane expense of \$172.32. This list omits charges for depreciation, insurance and pilot hire.

"This figures out at a cost of less than two cents a mile," Mr. Bond points out, "and there are a lot of other advantages to be taken into consideration. In the first place, these were air miles. Ground miles would have run over a third more. To have traveled by train or car would have taken far longer and as a result run up costs for hotels, meals and the salesman's own time."

Two months before taking this air trip, Mr. Michels made a sales trip by train, and although traveling at night, he took almost the same length of time to cover the state of Montana and two North Dakota towns, alone. On the air trip, "customers were really amazed at my speed," Mr. Michels recalls. "We left Cincinnati early one morning and called on a broker in Lexington, Ky., in the forenoon. We left there and had lunch with another customer in Louisville, and arrived early enough in the afternoon to call on a broker in Evansville, Ind.

"One of the best features of flying, however, is the impression it makes on the customer. In many towns we had an opportunity to take brokers up for flights who had never flown before. Sometimes we took their wives and families. Needless to say, we usually made sales under such circumstances.

"There is no saving if you have to hire a pilot," Mr. Michels points out. "The obvious answer is that the salesman must become a pilot himself. He must learn to fly as well as drive a car. Sales organizations of the future will own their own planes and will hire pilot-salesmen."



Charles Meyer

Gamble's "American Gazette" Circulation Hits 3,500,000

An unusual house publication, done in newspaper style, complete with pictures, comics, news, and features, does a bang-up promotion job for 1,683 small town stores.

A little more than a year ago Gamble-Skogmo, Inc., operators of the Gamble stores, started a house "newspaper" called *The American Gazette*. The publication is unique as a venture of its kind.

It comes out intermittently, publication dates depending on certain sales promotions. Circulation is now approximately 3,500,000 copies. Roughly, it is issued "three or four times a year." It is shipped to 14 warehouses and then distributed to the individual stores by truck.

Local stores mail the paper to boxes on the rural mail delivery routes. It is distributed in towns and villages by boys. All who miss it may get copies by calling at stores. The papers are free. A recent issue contains:

Graphic Section—Four pages rotogravure, approximately one-half feature-pictorial with the remainder advertising. Pictures are mostly outdoor scenes and include hunting, fishing, camping and sports scenes with a sprinkling of "girly" and movie types, in bathing suits.

Comics—One full page in colors which wraps around the "news section" as a cover with the back page color advertising.

News Section—Ten pages of strictly "big-town" newspaper style and make-up. The aim to have one overshadowing, timely feature as the "lead," carried by an eight column, page one headline supported by a woman's page, house plans, garden hints, and specially written columns.

Usually, for each issue, a staff photographer will visit a town or a home, and get pictures for an elaborate feature which may be done in rotogravure to tie in with a story after the general scheme of the "Life Goes to a Party" idea. The first Gamble dealer store was opened in Boscobel, Wis., population 2,008. The photographer took 70 photographs and the town turned out for a gala day for their making.

The story gives the history and growth of Boscobel from the arrival of its first settler, one Sanders, in 1846, to its present day, not forget-

ting to tell about Jack Curry, that first Gamble dealer, who is now a prosperous citizen doing a thriving business. For the taking of the photographs the high school band turned out, the Kiwanis club lined up for a flag salute, the mayor gathered his councilmen to be photographed, kids ganged up at the soda fountain and the Boy Scouts went into action.

On another occasion a photographer and reporter will live with a "typical American family" for, say, three days and make a two- or three-page pictorial spread of everything they do from milking the cows and feeding the chickens to climbing into the motor car and going shopping, of course at the local village's Gamble store.

In a typical issue the story of a Gamble store in a very small town in North Dakota is told under the heading, "Any Town Is Big Enough for a Prosperous Store." The article is quoted below:

"There are big towns, there are small towns, and then there are very small towns—like Hunter, N. D. The population there, the last time it was counted, was 414. The business street is one block long. But on this miniature trade thoroughfare the Gamble General Store does a big business—a business which runs about \$115,000 a year and provides the

Memo to
Miss B.
 Tell Accessory
 Men I'm
 "Not Open --
 Not In"



When the Buyer Says "Not Open"

What can you do, when your salesmen get the brush-off . . . when the buyer says, "Not open to buy" . . . or even, "Not in" to salesmen in that line?

You can lay the groundwork for *future* sales — by remembering this one salient fact: Whether the buyer is looking for new lines, or concentrating on moving orders already placed — he is always "In" to the Department Store Economist. It is the welcome visitor which keeps him abreast of his highly competitive field . . . which brings him not only news of products and resources but also solid information on the over-all problems of store management and promotion.

He needs this helpful information *all the time* — in the market, on the floor, in conference with the

store head, merchandise manager and other members of the management *team*. No matter where his interests lie at the moment, the Economist contains *something* of value to him — and to the other members of the management team whose co-operation he must always have. Put your advertising there . . . and you put your name and product in front of the buyer *every month* in the year. You lay the groundwork for future sales when the buyer is once again "Open to buy".



100 EAST 42d STREET, NEW YORK 17, N.Y.; 56th and Chestnut Streets, PHILADELPHIA 39, PA.; 29 East Madison Street, CHICAGO 2, ILL.; 1836 Euclid Avenue, CLEVELAND 15, OHIO; 10 High Street, BOSTON 10, Mass.; Rhodes-Haverty Bldg., ATLANTA 3, GEORGIA; WEST COAST: Garfield Building, LOS ANGELES 14, CAL.; Russ Building, SAN FRANCISCO 4, CAL.

manager with an income which would be considered big even in a large city.

"On the site of the Gamble Store there was a retail business operated for 63 years by a popular 'old-timer.' Deterioration of equipment, poor se-



PHIL SKOGMO: "Such success can be duplicated anywhere."

lection of merchandise, high prices and poor health finally wrote *finis* to the enterprise.

"Today, with a youthful management, efficient new equipment, complete lines of latest merchandise, and thrifty chain store prices, plus the same old friendly spirit, Gamble's completely new store already has established itself as a going, growing outfit.

"Such a success story can be duplicated in any town, whatever its population. There just isn't any town too small for such a thriving retail store. A Gamble dealer anywhere can be a success in his community. All the employes of the Hunter store, except the manager, Howard Johnson, are Hunter people. There are five full-time employes besides Mr. Johnson and three part-time workers."

Advertising in the Gamble publica-

tion from which the above was taken is in neat pyramid makeup. It runs through the various pages from page two to the end. The paper looks very much like a modern city daily with one exception: Every advertisement in it is an advertisement for Gamble stores or Gamble merchandise.

It is the general rule, according to the Gamble management, that a sales boom follows in the wake of the distribution of each issue of the house publication.

"This advertising is not competitive with our regular newspaper and radio program," Mr. Gamble explains. "It merely supplements it as does our regular monthly circular, printed for the use of all of our stores."

So highly regarded is the publication that the management is considering increasing its print order well over



BERT GAMBLE: "Any town is big enough for . . . a store."

the 3,500,000 copies now issued. "Maybe, some day, 10,000,000," Mr. Gamble remarked recently. The paper is written and prepared by Harry Coleman & Co., public relations and publicity counsel, Chicago.

Gold at the Crossroads

As of May 31, 1946, Gamble-Skogmo, Inc., was operating 312 company-owned and 1,371 dealer-owned stores. In 1944 sales totaled \$38,235,406; in 1945, \$48,960,434. For the month of May, 1946, sales were \$6,810,792, or at the rate of approximately \$81,729,000 a year.

The business is the outgrowth of a small automobile business started 21 years ago in Fergus Falls, Minn., by two small-town boys, Bert Gamble and Phil Skogmo. When a second outlet was opened, they added new lines: radios, radio supplies, hardware, electrical items, household, and farm supplies. Outstanding fact about the present chain of stores is their strong representation in smaller communities—many of them villages of under 5,000 population. Today there are Gamble stores in 20 northwestern states, reaching east to Ohio and south into Oklahoma.

Lines handled continue to increase. Says the management: "All present indications point to the fact that farm machinery may well become one of our major lines."

The Buyer's Guide to What's New in Gifts and Decorative Accessories



Gift Preview is helping buyers buy merchandise

Writes a gift shop buyer: "a great help in buying for our shop."

A department store buyer: "to a merchant at all interested in what is new it sure is a very great help."

A retail jeweler said: "find Gift Preview most helpful—eagerly await subsequent issues."

It gets action for manufacturers

Every picture . . . every word in "Gift Preview" . . . both editorial and advertising, is designed to pull results—to sell goods by helping people buy. That's why manufacturers of gifts and decorative accessories get fast action from its 23,000 readers . . . 23,000 people who buy for Department Stores, Gift Shops, Jewelers (retail), Department Store Jewelry Buyers, Furniture Dealers (retail), House Furnishings Stores, China—Crockery and Glassware, Stationers, Variety Store Headquarters, Drug Chain Headquarters, Mail Order Houses, Sporting Goods and Hardware Chains, Cigar—Tobacco Chains.

From a manufacturer: "every mail brings inquiries on the items we featured."

An advertising agency wrote: "our client's ad is bringing results—returns will be tabulated."

Low Advertising Rates

Space in this unusually economical medium is confined to 2 Standard Sizes:

1. 3 3/8" wide x 4 1/2" high 12 times \$ 80.00
2. 3 3/8" wide x 9 1/4" high 12 times \$160.00
Insertions from 1 to 24 times are based on a proportionate rate.*

Representatives

New York: John H. Muller
386 Fourth Avenue Tel. Mohawk 4-1780
Chicago: Ed ar J. Beam
333 North Michigan Avenue Tel. State 1268
Los Angeles: Jack Hodges
479 South Holt Avenue Tel. Bradshaw 2-3038
Watertown, Mass: Albert J. Lake
28 Paul Street Tel. Watertown 4108

* See "Gift Preview" listing in Standard Rate and Data Service for complete rate breakdown.

PREVIEW PUBLISHING CORP.

386 FOURTH AVENUE, NEW YORK 16, N. Y.
TELEPHONE: MOHAWK 4-1760



Readers' Service Can Furnish These Reprints

Send order with remittance to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number.

ADVERTISING

123—A Potent New Sales "Plus;" Flameproofing, by Etna M. Kelley, (Price 5c)

121—The \$8,000,000,000 Textile Industry: Is It Ripe for Brand Name Pro-

motion? A portfolio of the 19-article series by James C. Cumming. (Price 25c)

106—The Job of the Advertising Department. (Price 5c)

85—Why Big Advertisers Are Stressing The Story of Their Trade-Marks, by Philip Salisbury. (Price 5c)

MANPOWER PROBLEMS

132—How General Foods Gives Management Training to Top Executives, by Austin S. Igleheart. (Price 5c)

131—Hiring Will Be Easier—If You Blueprint Your Salesmen's Jobs, by

Burton Bigelow and Edwin G. Flemming, (Price 5c)

130—How to Spot, Appraise and Spike Grievances among Salesmen, by Robert N. McMurray. (Price 5c)

129—How to Solve Salesmen's Auto Cost Problems, by R. E. Runzheimer, (Price 10c)

127—"Dollar-Hour" Travel Costs for Air, Rail, Bus Transportation. (Price 5c)

126—What Makes a Star Salesman Tick? by Jack Lacy. (Price 5c)

124—What Type of Salesman Makes the Biggest Hit with Buyers? by Norman R. Catharin. (Price 5c)

116—Frame Your Compensation Plan to Encourage More Selective Selling, by Kevin J. Solon. (Price 5c)

112—Six Sound Reasons Why You Should Use A Patterned Interview in Hiring Men, by Robert N. McMurray, (Price 5c)

101—Security - Opportunity - Recognition: Basic Factors in Salesmen's Morale, by Edward McSweeney. (Price 5c)

87—How and Why U. S. Rubber Adopted Conference Training for Salesmen, by A. B. Ecke. (Price 5c)

PUBLIC RELATIONS

113—How to Hold a Press Conference—A Primer for Management Men, by James W. Irwin. (Price 5c)

134—Retail Distribution in 1946—A Forecast, by W. F. Gilbert. (Price 5c)

133—Shall We Display and Advertise Price? Public Says "Yes!" (Price 5c)

125—N. Y. Buying Groups Increase Department Store Memberships in 1946. (Seventeen principal retail store groups and their national membership in principal cities.) (Price 10c)

117—A Selected Reading List for Professional Salesmen, by Dr. James F. Bender. (Price 5c)

103—A Time Saver List of Sources for Maps for Sales Executives. (Price 10c)

SALES MANAGEMENT

128—A Portfolio of Sales Control Forms. (Price 10c)

118—New Management Patterns to Meet Tomorrow's Scramble for Sales, by Burton Bigelow. (Price 10c)

107—The Job of the Sales Department. (a chart) (Price 5c)

SELLING AS A CAREER

122—Careers in Sales—What Have They to Offer to Youth? (Price 5c)

95—GI Joe Asks "Shall I Seek a Career In Selling After The War?" by Burton Bigelow. (Price 5c)

SALES MANAGEMENT



**the St. Paul Dispatch
and Pioneer Press are
the Only Daily Papers
Read by 90 % of
the 331,000 people
in the St. Paul A. B. C.
city zone.***

*Less than 10% of the people in the St. Paul City Zone read any other daily newspaper.

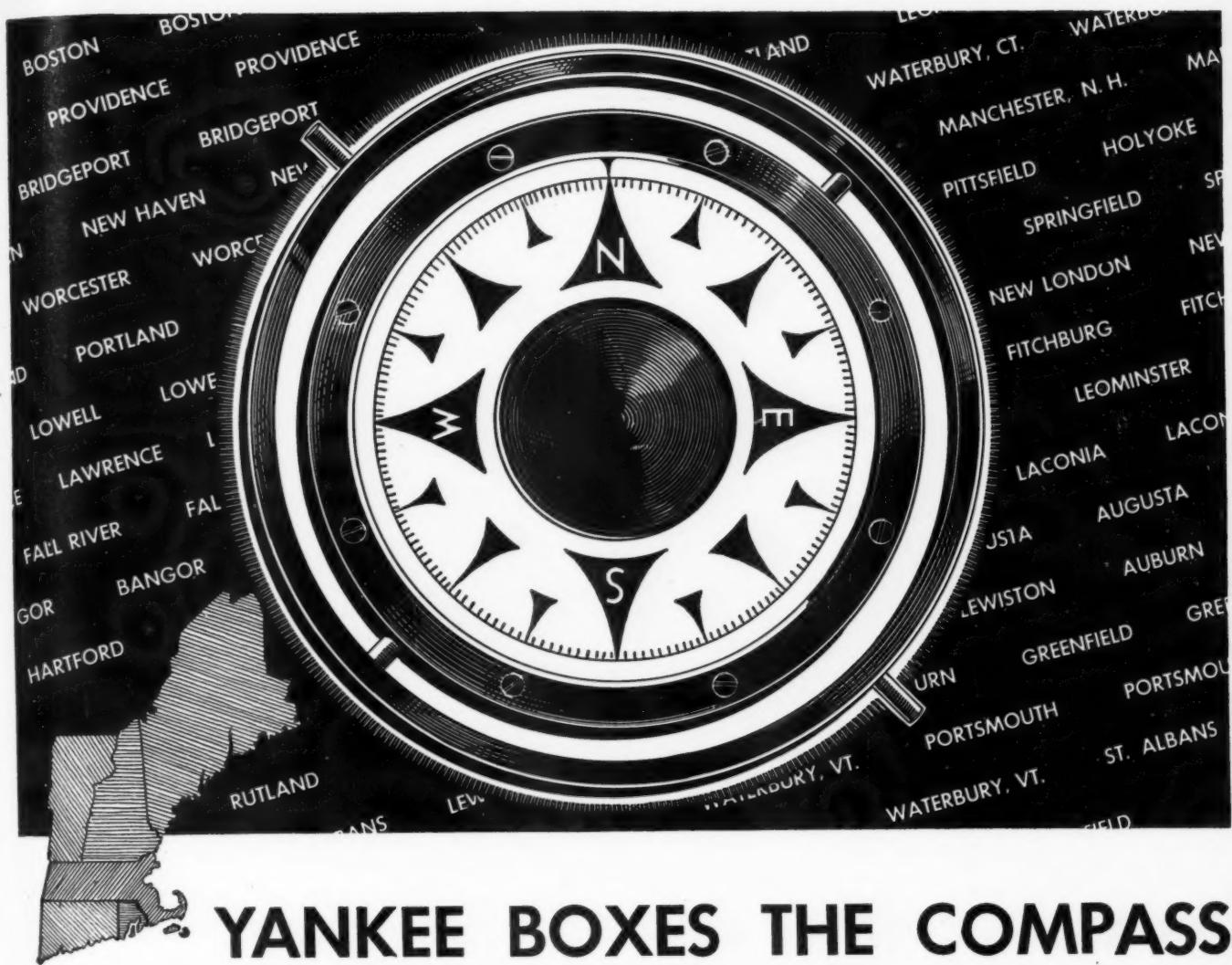
RIDDER-JOHNS, INC.—National Representatives

NEW YORK
342 Madison Ave.

CHICAGO
Wrigley Bldg.

DETROIT
Penobscot Bldg.

ST. PAUL
Dispatch Bldg.



YANKEE BOXES THE COMPASS FOR YOU IN NEW ENGLAND

Yankee, and Yankee only, points your selling to specific markets throughout New England.

You can't get off course.

Each Yankee station takes you into a center where population density demands the local impact of a hometown station for effective selling. Each of these Yankee stations has Yankee acceptance, plus the recommendation of usage as a sales medium by retail merchants whose

cooperation you seek. These merchants are ready to push nationally branded products, locally advertised.

Yankee hometown stations produce for you not only in the downtown areas but in far reaching suburban neighborhood trading zones. Collectively they tie these markets together into an overall sales pattern that makes sense.

When you buy The Yankee Network, you sell New England.

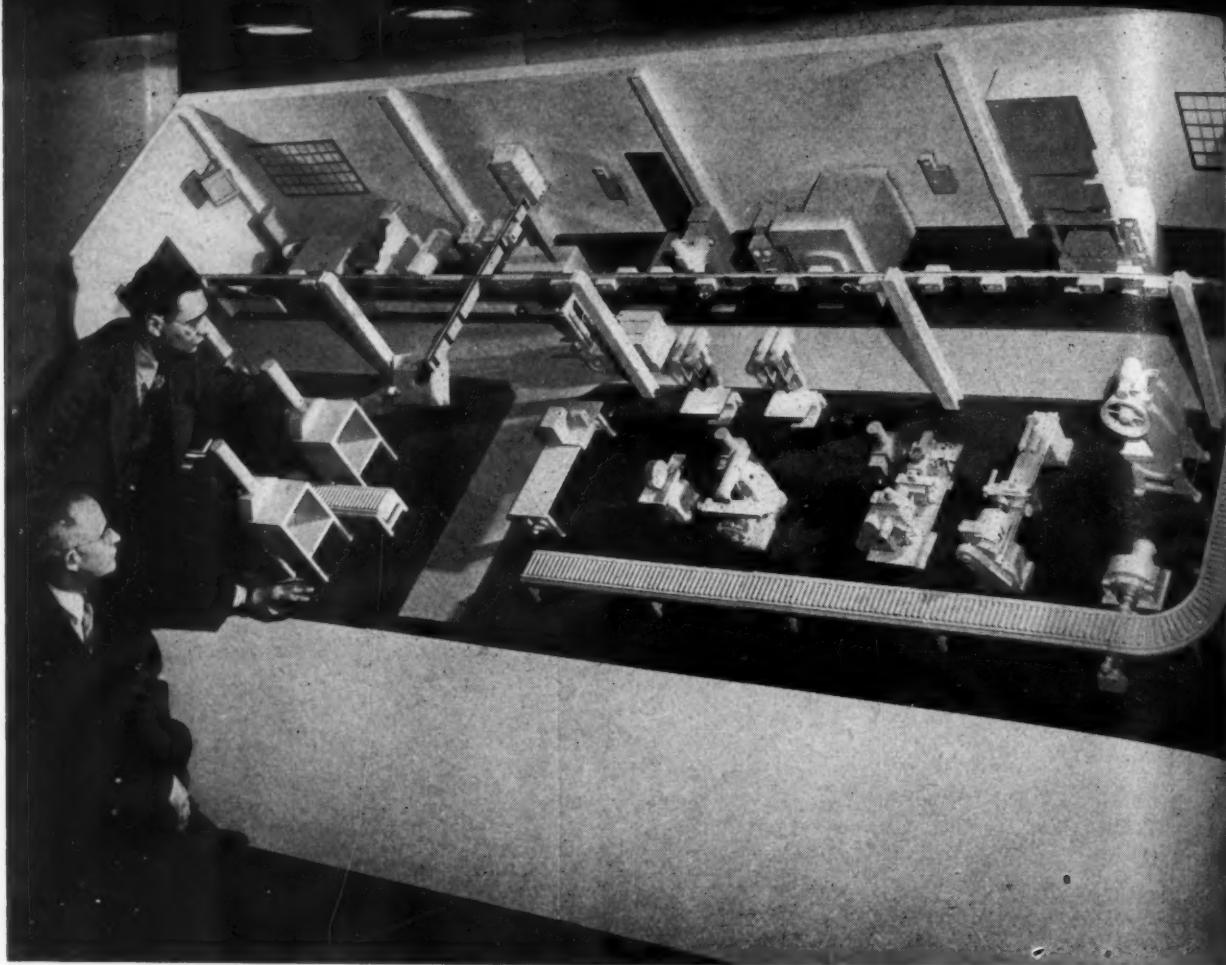
Acceptance is THE YANKEE NETWORK'S Foundation

THE YANKEE NETWORK, INC.

Member of the Mutual Broadcasting System

21 BROOKLINE AVENUE, BOSTON 15, MASSACHUSETTS

Represented Nationally by EDWARD PETRY & CO., INC.



Road Show to Demonstrate Industrial Electrification

BY HARRY R. ROBERTS

"Productive Power" is the theme of a huge exhibit to be staged in 75 cities by Westinghouse. Its object: to dramatize seven of the most important techniques which can be applied to meet pressing industrial needs in wiring, lighting, air conditioning, heating, welding and brazing.

Westinghouse Electric Corp. is going on the road—nationwide—early next year to sell electric power.

An elaborate but highly mobile road show called "Productive Power", to be exhibited in 75 cities across the land, will demonstrate seven modern electrical techniques applicable to manufacturing, as part of a wholesale effort to promote further electrification of American industry.

Point of this Westinghouse sales effort is that an investment of 239 million dollars *now* in applying these seven new techniques to production would substantially overcome rising

costs in materials and labor by producing faster, better, and more economically.

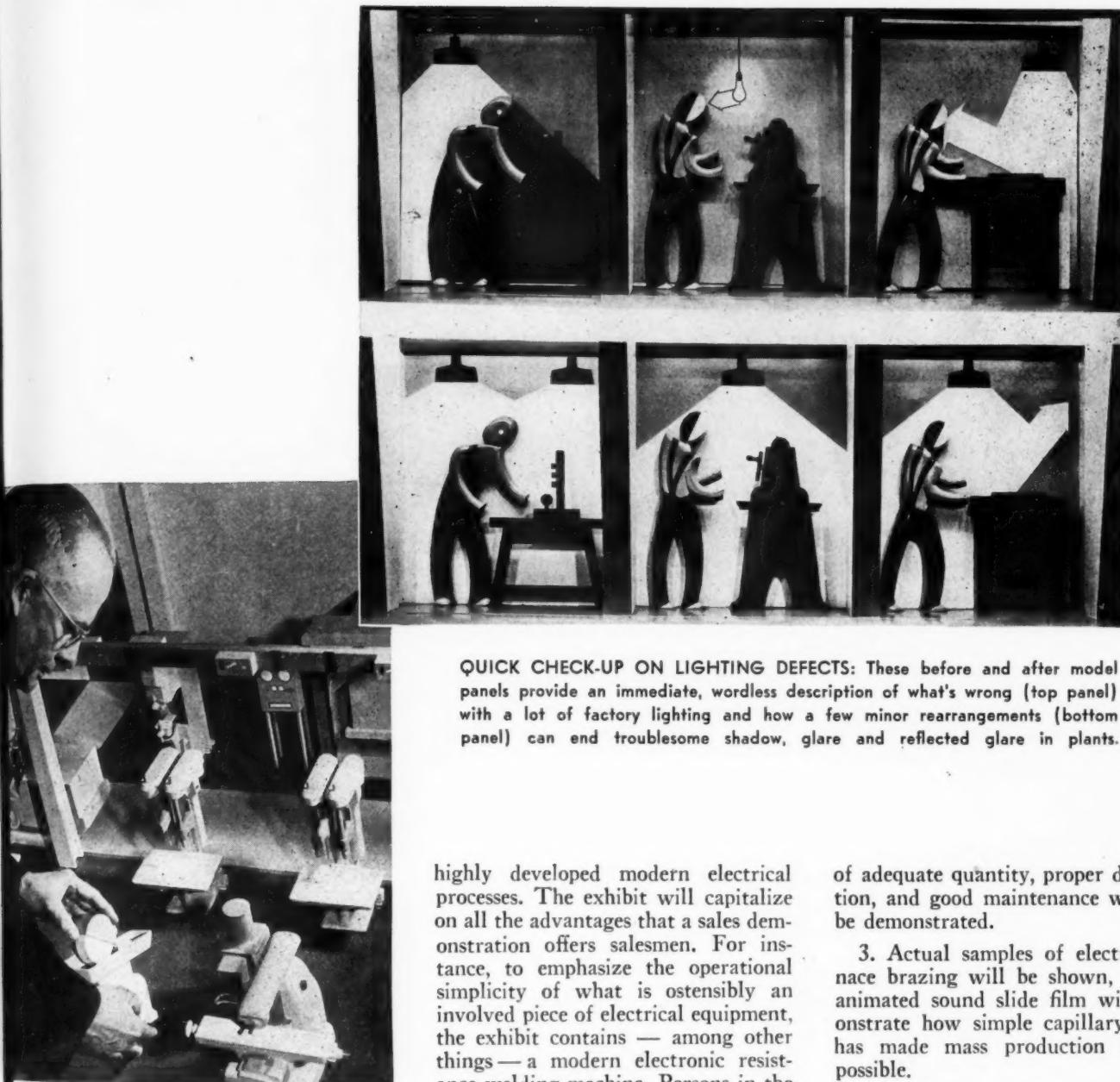
Its objectives are three-fold: to increase the power sales of power companies; to increase the sale of Westinghouse equipment to power companies; to increase the sale of Westinghouse equipment to customers of the electric companies through combined selling by Westinghouse and utility salesmen.

To achieve these goals, "Productive Power" was developed with the help of power company sales managers and salesmen, who also pre-checked all subjects and demonstra-

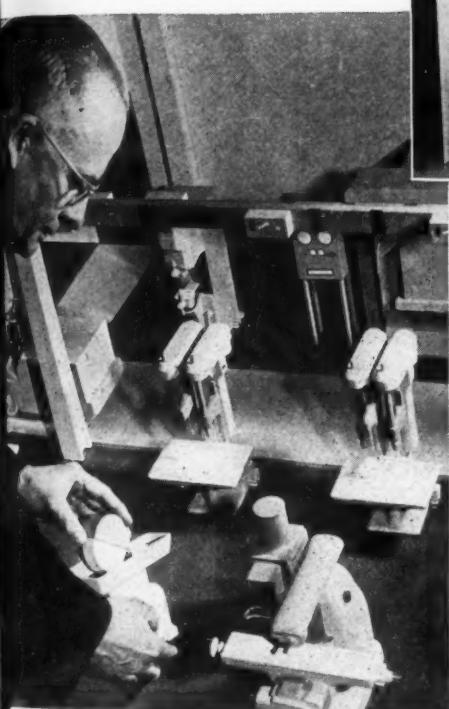
tions to be covered. Previewed before 800 utility company executives attending the Edison Electric Institute Meeting in New York City last June, the program won enthusiastic approval.

The "Productive Power" exhibit aims to bring home to local power company customers the need for increased utilization of electricity. The exhibit will, therefore, be presented in each city under the auspices of the company serving that particular area with power. For the same reason, all selling in connection with the exhibit will be done by power company salesmen in the cities concerned. Westinghouse engineers will assist only when the need for technical help arises. The demonstration will be handled by three specially trained Westinghouse technical men.

The seven techniques to be demonstrated, according to C. B. Stainback, manager of Westinghouse's Industrial Department, cover only today's most pressing industrial electrification needs. They represent, he explains,



QUICK CHECK-UP ON LIGHTING DEFECTS: These before and after model panels provide an immediate, wordless description of what's wrong (top panel) with a lot of factory lighting and how a few minor rearrangements (bottom panel) can end troublesome shadow, glare and reflected glare in plants.



MINIATURE FACTORY ON TOUR: Complete layout of a typical modern factory (upper left) demonstrates each application of power in industry. Close-up (above) shows how three dimensional models can be moved to simulate factory conditions.

the need for \$90 million worth of wiring facilities; \$65 million for lamps and lighting fixtures; \$25 million for air conditioning and cleaning, with the Precipitron; \$59 million for equipment for radio frequency heating, resistance welding, furnace brazing, and infra-red heating.

For the first time, the "Productive Power" forum will bring to countless people in industry a cross-section of a modern industrial plant demonstrating the actual operation of these

highly developed modern electrical processes. The exhibit will capitalize on all the advantages that a sales demonstration offers salesmen. For instance, to emphasize the operational simplicity of what is ostensibly an involved piece of electrical equipment, the exhibit contains — among other things — a modern electronic resistance welding machine. Persons in the audience, without previous experience in factory operation, will be given an opportunity to operate this welder to fasten together steel sheeting more securely and neatly than an experienced workman could with the ordinary method of riveting.

In all, seven such applications for electric power will be similarly demonstrated in accordance with this outline: 1. What it is; 2. How it works; 3. Where it can be applied, giving actual case histories. These seven applications are:

1. A scale model factory layout will demonstrate the advantages of adequate wiring, power-factor correction, and the application of circuit breakers.

2. Lighting problems will be illustrated with the proper methods for the correction of shadows, direct glare and reflected glare. The importance

of adequate quantity, proper distribution, and good maintenance will also be demonstrated.

3. Actual samples of electric furnace brazing will be shown, and an animated sound slide film will demonstrate how simple capillary action has made mass production brazing possible.

4. The mysteries of infra-red drying will be dispelled by a running test comparing the drying time and efficiency of forced air, heated air and infra-red.

5. A laboratory session on industrial heating problems will show the speed and selectivity of radio frequency heating, using an induction generator.

6. Actual equipment will demonstrate air handling and conditioning, and the efficiency of mechanical and electrical air cleaners will be compared. Case histories will show how to put air to work in industry.

7. The advantages of resistance welders equipped with electronic controls will be shown through their use by unskilled operators, with the welds they produce being tested then and there in a tensile tester.

J. M. McKibbin, Westinghouse



AUDIENCE PARTICIPATION: Unskilled workers can turn out skilled work with this electronic resistance welder. Westinghouse invites anyone to prove it to himself.

director of advertising and sales promotion is responsible for the "Productive Power" exhibit. He pointed out that the exhibit method was chosen as probably the most effective way to help manufacturers analyze their problems in the light of modern developments and to show them the efficient electrical equipment available to meet their specific needs.

"Productive Power," early in 1947, will start on a nationwide tour that is expected to last about a year and a half. It will be exhibited in practically every American city with any important industrial concentration.

Dramatizing the Show

Considerable staging is necessary for each showing. Developed for presentation to an audience of from 50 to 200, a substantial auditorium is required with facilities for easy handling of properties. The show has its own revolving self-lighted stage, complete with public address system, panelboard, and motor-driven movie screen. All but one of the seven exhibits can be moved on this stage. All the props will be transported in a furniture moving van by a crew of six men capable of erecting or dismantling the entire production in about eight hours.

"Productive Power" will be assigned to each area visited for a set period of time. A full day will be required for demonstrating all the seven phases to be covered, with the number of such showings to be de-

termined by the size of the area's potential audience. There will be one showing in small cities; in larger ones, as many as four.

Executives, engineers and interested technical people of all industries in the area will be invited to witness the full scale presentation of present day electric methods and the new electronic equipment now being used in the country's most modern plants.

Special attention will be paid to smaller cities. Westinghouse recognizes that the thousands of engineers and operators of small factories all over the country cannot often visit installations of new and revolutionary electrical equipment. "Productive Power," therefore, will take replicas of such installations into their home towns for them to see personally. In all cases, the actual machinery such as high frequency oscillators and high speed electronic welding apparatus will be erected on the stage. An elaborate series of scale models will demonstrate others of the seven techniques. Three Westinghouse engineers, trained as demonstrators, will conduct the showing.

In each city, invitations will be issued by the local power company which acts as the host. Westinghouse, however, will provide the electric company with all the necessary promotional material, including invitations, picture books, reminder cards, bulletin board notices, and posters. All of this material will appear over the signature of the local company.

Registers will be available for all visitors to sign, a good source of sales leads. Power company salesmen will follow through in each instance, but will be free to call on Westinghouse engineers in solving technical problems that may develop.

Scheduling of a presentation of the "Productive Power" exhibit will be arranged by the utility company involved. Preceding the scheduling, however, Westinghouse manufacturing engineers will survey representative plants in the territory. Such surveys will make possible any program slanting that seems desirable and will allow for special emphasis on individual phases of the demonstration, adapting it to specialized industrial groups. For example, in the South, the program will feature electrical improvements for the textile industry.

Case History Bulletins

In the next few months prior to the launching of the tour, a series of "Productive Power" bulletins will be made available for customer mailings by power companies. Each bulletin will be based on a case history illustrating how increased use can be profitably made of electricity.

Publicity, of course, will not be lacking and the complete story with photographs will be furnished newspapers in the area where the program is presented. In addition, many Westinghouse advertisements, both product and industry, will promote the "Productive Power" theme.

A Guy named Joe...



He's Advertising's Most Important Character!

• You know he's there, but you can't always see him. You'd like to know him better. Trouble is, he's usually pictured as a digit in a total or a shaded area on a market map. But, what the heck! Joe isn't just a statistic. He's a real, live person! There's a Mrs. Joe. And they have some little Joes running around the house.

In San Francisco last year, Joe and his family spent almost six hundred dollars for food, just about four hundred dollars for general merchandise, and their drug store purchases were close to one hundred dollars. They spent more than two thousand, four hundred dollars in San Francisco's retail stores.

In San Francisco there are 827,400 Joes, Mrs. Joes, Little Joes, and Janes. This San Francisco Joe has more money to spend than the Joes in other U. S. cities. (Among cities of 500,000 or more population, San Francisco has the largest effective buying income per capita.)

In San Francisco, Joe's favorite newspaper is The Call-Bulletin. (*More daily circulation in the city of San Francisco than any other newspaper.*)

He looks to this newspaper for full and reliable reports on world and local news. He likes The Call-Bulletin's entertaining features and lively special departments. He looks to its advertising columns for information on the things he wants to buy. (*The Call-Bulletin carries more daily display advertising than any other San Francisco newspaper.*)

Joe Public is advertising's most important character. You write the ads, but he reads them. He's looking for information on the goods and services you want to sell. *You and Joe can get together in The San Francisco Call-Bulletin.*

The Call-Bulletin
San Francisco's FRIENDLY Newspaper

Colored Sheets Return To Domestics Market

Pepperell's market surveys and test operations show one out of five wants color.

Having received strong assurance from the women of America that they would welcome an opportunity to buy bed sheets in colors, Pepperell Manufacturing Co., Boston, is going to put quantities of its well-known

Pepperell sheets on the market in the near future in "Personality Colors" misty yellow, seafoam green, hyacinth blue, peachbloom and twilight rose.

The O. K. sign was obtained from women in two ways: 1. An impartial survey covering a typical cross-section of the nation. 2. Release of a limited experimental supply of this type of sheets to a selected list of representative retailers across the country.

Before the war Pepperell made a limited number of colored sheets and women bought them. The idea of re-

suming their manufacture came up soon after the war. But perhaps women's tastes had changed? Making up quantities of these sheets would be rather an expensive venture, if they didn't sell.

So, Pepperell made the survey. Result: Nearly one out of every five women queried showed a preference for colored sheets. To double-check Pepperell distributed a limited number of these pastel-colored sheets to retailers in 69 of the larger cities of the Nation. Stores selected were typical sheet markets and also newspaper advertisers. It was thought that the newspaper advertising they did in promoting the first of these sheets would stimulate sale of future offerings by smaller outlets nearby if sheets later were offered in quantities.

The experiment proved conclusively that the survey was correct. Not only was every store's allotment sold within a few hours but in many places women hurried to the stores in butter-rush formations. At a Los Angeles store, Barker Bros. Corp., telegraphed Pepperell that more than 2,000 persons were in the rush. The sheets didn't last an hour.

Pepperell has concluded that "homemakers are definitely interested in the decorative possibilities of colored bed linens, and that colored sheets will have an extremely important place in domestics merchandising when supplies are more plentiful.

"Progressive retailers will be able to spotlight these sheets in their promotions, raising the visibility of the department and stressing the high style element."

The vat-dyed colors selected blend with basic home furnishings colors, "to allow for a proper coordination of colors in the home and to promote a higher style level for bedroom furnishings in the volume sales bracket."

A \$90,480,000 Purchasing Potential

- and how
to reach it!



Lawrence—the city where spendable funds exceed 90 million dollars. Lawrence—America's Capital of the Woolen and Worsted Textile Industry. Lawrence—a concentrated market with emphasis on high wages and employment stability.

To sell this affluent market, place your sales message where it will do the most good—in the Eagle-Tribune, only newspaper devoted exclusively to Greater Lawrence.



Reach the people who are better able to buy your product. Reach them thru their daily newspaper—the Eagle-Tribune. Read in 95 out of every 100 homes. ABC Circulation over 35,000.

Serving hundreds of national advertisers

The EAGLE-TRIBUNE
LAWRENCE, MASSACHUSETTS
WARD-GRIFFITH CO. - NATIONAL REPRESENTATIVES



See How This Modern Way
Relieves Distress of
Coughing Colds.

Best-Known Home Remedy
You Can Use Has Special
Penetrating-Stimulating
Action That Works Just Fine

✓ **Penetrates**
 into upper bronchial tubes with special medicinal vapors

✓ **Stimulates**
 chest and back surfaces like a nice warming poultice

Only Vicks VapoRub gives this special penetrating-stimulating action that starts to work mighty fast—and keeps on working for hours—to help relieve such miseries of colds as coughing, upper bronchial congestion, muscular tightness. When you rub Vicks VapoRub on throat, chest and back and see the results—you'll know why it is a family standby in so many millions of homes. Grand for children and grownups. Try it.

VICKS
VAPORUB

140 Vick's ads every year!

To keep our story in the vernacular, there's nothing like the penetrating, stimulating action of local newspaper advertising to keep sales managers breathing freely.

"Our renewal record shows what we think of the eight Booth Michigan Newspapers," says Curtis Holland, Media Director of the Vick Chemical Company—"four and five ads per week, throughout the

winter, year after year, for as long as 29 years in one Booth market."

Whatever you have to sell, Booth Michigan Newspapers will serve you well.

*For specific information on
 Booth Michigan Markets, call:*

**Dan A. Carroll, 110 East 42nd Street,
 New York City, 17**

**John E. Lutz, 435 N. Michigan Ave.,
 Chicago, 11**

BOOTH Michigan NEWSPAPERS

GRAND RAPIDS PRESS • FLINT JOURNAL • KALAMAZOO GAZETTE • SAGINAW NEWS
 JACKSON CITIZEN PATRIOT • MUSKEGON CHRONICLE • BAY CITY TIMES • ANN ARBOR NEWS

How Pennsalt Trains & Controls To Achieve Standard Work Patterns

BY TERRY ARMSTRONG

The Special Chemicals Division doesn't try to make Robots of its salesmen. But the management does believe there is a one best procedure for developing and servicing prospects and they do much to encourage men to follow it.

When a sales organization operates in a strictly industrial market—and a highly diversified one—its members must have special talents which set it quite apart from the average.

As an eminently successful manufacturer of cleaners and finishers for everything from paper clips to locomotives, the Special Chemicals Division of the Pennsylvania Salt Manufacturing Co., Philadelphia, is in a position to provide an excellent pattern for developing and maintaining a high level of sales efficiency.

Because it proceeds on the premise that a company can be only as good as the men who work for it, the Division painstakingly screens every candidate for a sales position. That it does exercise an exceptionally high degree of selectivity is attested by the fact that of the present sales staff 85% are college educated and 90% have had some previous sound technical training or experience.

Despite this fact that the Special Chemicals Division accepts only men of definitely superior stripe, both

William P. Drake and Joseph J. Duffy, Jr., manager and assistant manager of sales, frankly declare that they will always have to *develop* their salesmen. Rarely do they *find* sales talent which can come completely prepared to adequately represent the Division.

This condition can be more fully appreciated when one considers the many different types of industries the Division supplies and the fact that demonstrations, servicing and problem solving necessarily must be an integral part of the selling operations.

A clearer idea of the size and the demands of a selling job with the Special Chemicals Division may be gathered from the following brief review of the materials it produces. These fall into four groups:

1. Industrial Cleaners and Solvents. These include alkaline, emulsion and acid type detergents.

2. Corrosion - proof Bonding and Coating Agents (cements and

paints). Products in this group are used chiefly for coating tanks in industrial plants where corrosive acids and/or alkalis can injure the metal walls.

3. Pickling and Descaling Products. These are used in various steps of metal finishing.

4. Plastics and other miscellaneous Accessory Products. These four groups combined total over 80 different products for which over 1,000 applications may be found



ACID-PROOF CEMENTS are also produced by the Division for application in most industrial plants where corrosion presents a big manufacturing problem.

TEAMWORK: William P. Drake, sales manager, (right) and Joseph J. Duffy, assistant sales manager, discuss one of many expected technical problems involved in servicing and selling industries.

in the various industrial fields. The scores of industries the Division serves include the railroad, automotive, enameling, electro-plating, chemical, steel, petroleum, synthetic rubber and also power plants, factory and office maintenance.

This all presents a particularly complex selling job and one on which only carefully selected and specially trained men can deliver the goods. For this reason the Division's sales training activities do not concern newcomers alone. What the Division has established is a *continuing sales training*



program designed to keep the entire sales organization functioning as a smoothly operating team.

Its care and approach in selecting and grooming men for sales positions definitely minimizes manpower turnover. For instance, regardless of a candidate's background and recommendations he is invited to not one interview but several—and with several of the Division's executives. Therefore, the decision as to his acceptability is the result of the pooled opinions of men who fully understand the requirements of a job in the sales organization.

Second step in the selecting procedure is to seek further character information about the candidate—not only from his personal friends or well-wishers—but also from men and companies with whom he has had some business transactions.

Upon being admitted to the organization he receives one to two months preliminary training in the Division's sales headquarters and laboratories in Philadelphia.

In addition, so that he may get the *feel* of the sales staff's extensive sales engineering duties, he spends some time, as an observer, with a senior field service man. Thus he is shown the actual ABC's of how the department conducts sales and service.

Frequently he is called upon to discuss the various subjects his training covers with one or more of the technical or sales executives. In this way his aptitude for the work may be checked and ways determined by which he may be helped to become a real addition to the sales staff. All throughout his preliminary training period, which may be for two months to a year (depending on the individual), he is accorded *individual instruction* by men who are authorities in their respective fields. The newcomer is also given a manual (in loose-leaf form) which outlines the essentials of salesmanship as they pertain to the Division's particular operations. As he progresses he is issued additional material covering each step in the preliminary training course.

As soon as it is evident that a new man has a firm grasp on his duties as a member of the sales staff he becomes a field service man and is assigned to a territory where he works under the supervision of a full-fledged sales representative. At first he works on a straight salary basis. Just as soon, however, as he can assume the responsibility of a territory, he is compensated on the regular salary-plus-bonus basis.

As to the Division's continuing sales training program, it is valuable to newcomers and old-timers alike in as-

SPECIAL CHEMICALS DIVISION

FIELD REPORT

Date _____

Visit _____ Phone _____

Demonstration _____

COMPANY _____

ADDRESS _____

DIVISION _____

TOWN _____

INTERVIEWED _____

STATE _____

(Give initials and title)

Products Manufactured

Products Used

Manufacturer

Supplied by

Price and F.O.B. Point

Annual Purchases, lbs.

Lot Size

Our Corresponding Product

Price Quoted

Prospect: Good Uncertain Poor For

Customer Prospect Dad Survey Test (Name of Product) (Product) Called with

REMARKS:

Products discussed:

FOR THE RECORD: The regular filing of accurate reports of sales activities is an essential part of the industrial selling job. Above is the daily field report used by the sales force of the Special Chemicals Division. Below is the service and demonstration report form. Service reports are circulated among the research, production, advertising and various other departments.

Pennsylvania Salt Manufacturing Company

Service Report by JASON JONAS JR. **Date** August 29, 1946

Customer Aluminum Foundry Products Mfg. Co. **Business** Metal Fabrication

ML

Address Oshkosh, Wis. **Purch. Agent** Joe Doaks

Others John McQueen, Supt.

Make full report on all demonstrations and service calls, and on all matters of interest in connection with the account. On demonstrations indicate (1) Problem; (2) Equipment Used; (3) Present Method; (4) Our Method; and (5) Results.

PENNSALT A-22 - REMOVAL OF EXTRUSION AND POLISHING COMPOUNDS FROM ALUMINUM MOLDINGS PRIOR TO ANODIZING

PROBLEM: Remove extrusion and polishing compounds from aluminum moldings prior to anodizing.

EQUIPMENT: 1,800-gallon soak tank, Steam heat.

FORMER METHOD: Competitive product, 5 oz./gal., plus soda ash, 2 oz./gal., 4-8 minutes at 170° F., as per Alcoa booklet.

OUR METHOD: Pennsalt Cleaner A-22, 4 to 6 oz./gal., 185° F., for 5 minutes.

RESULTS: Test complete success. 100% improvement in cleaning. No water breaks or stain. Our materials adopted.

Their production had almost been stopped due to staining by competitive product. Recommended more steam and a different steam trap and fog nozzles (air and water) at tank's edge. Fog nozzles installed three days later to perfect set-up.

COPIES: To executives and field force.

OUR BUSINESS IS SALES, TOO!

Address—Sales Department

• We sell service—the sum total of all the things that make business meetings, luncheons and conventions a positive success at the Hotel New Yorker. Check these reasons why smart planners always make the New Yorker their headquarters:

1. Its central location—on the busy West Side—is convenient to all business, shopping and amusement areas.
2. Access to Pennsylvania and Long Island Railroad Stations is made easy by direct tunnel connection.
3. Facilities for every type of function can accommodate up to 1000.
4. It offers more for your hotel dollar in food, service and appointments.

Modest rates and unparalleled facilities make the New Yorker a logical choice for your next important sales meeting.

Hotel NEW YORKER

Member—American Hotel Association

34th Street at Eighth Avenue, New York 1, N.Y.

Direct Tunnel Connection to Pennsylvania Sta.

Home of Pro-Rite-Rayed Bathrooms... They're Ultra-Violet Rayed

FRANK L. ANDREWS, President 2500 ROOMS from \$3.85

much as it furnishes a constant flow of fresh sales approaches and ideas for upping sales volume, and provides a *work formula* which if adhered to works to the distinct advantage of the customer, the field service man and the Special Chemicals Division itself.

This recommended work formula emphasizes the wisdom of making a complete survey of a customer's operations—a real study to ascertain both his present and potential needs which may be filled by one or more of the Division's products. Furthermore, the fact is constantly stressed to the entire sales staff that such a survey is much more valuable if made *prior* to any specific recommendations on the field service man's part. A survey, carbon-copied, and sent to the home office for analysis provides the following advantages:

Five Advantages

1. It furnishes the field service man or representative with a *scientific basis* for his recommendations.
2. It gives the Division's representative *confidence* in his recommendations because he knows that they are backed up by the Division's research work and previous experience with similar problems or in related fields.

3. It provides an excellent entree in that it lends the Division's man an authoritative voice and puts him in a favorable light in the customer's eyes.

4. It solidifies customer relations because it is the means through which the customer is eventually supplied with the most practical method for treating his particular problem.

5. A complete survey frequently points to the need for the development of a new chemical compound finisher—or uncovers an entirely new application for an already established one.

While this Division of Pennsalt does suggest a pattern for sales procedure it has kept its own purposely flexible—one which can be adapted to fit the individual salesman's situation. For instance, in the matter of daily calls it points out that its most successful men manage an average of four or five—sometimes as many as eight. However it is made clear that the salesman's own good judgment and territorial setup will naturally determine the time to be spent with each customer or prospect. The Division's attitude toward its salesmen's daily schedules is best summed up in the sales department's slogan, "Plan your work—then work your plan."

Daily field reports are required of all sales representatives. The Division, however, has taken special pains to get it over to the entire sales personnel that the true sales report is not to keep the salesman "on the carpet" or "to draw him out on a limb." The real function of the daily report, it lets the staff know, is to enable the boss to do *his* job—and that is to help each salesman to greater sales performance.

In addition to daily reports the Special Chemicals Division's representatives are urged to be most conscientious in the matter of sending in to the home office *service and demonstration* reports. A special form called "Service Report" is provided for this purpose and the men are frequently reminded that it is essential to report on both successful and unsuccessful demonstrations.

These "Service Reports" the Division regards as a vital part of its educational system. Not only are they important to the men in the field but also to the technical and advertising personnel who must be systematically apprised of a product's performance or of any interesting new processes which warrant attention. They are also circulated among the research and development, manufacturing and market research departments.

The Division encourages the sales

personnel to participate in extra curricular activities. That is, it favors memberships in various local and national organizations such as, for instance, the American Electroplaters' Society, American Chemical Society and the Enameler's Club, etc. It feels that these organizational activities are important inasmuch as they make for closer personal contact with the various consumers of the Division's products and help the men to keep abreast of developments in the many industries in which the Special Chemicals Division is interested.

Not infrequently attendance at these meetings of technical organizations provides new ideas for the servicing of customers, and the company realizes that inasmuch as intelligent, conscientious servicing is the keystone of success in industrial selling, every move a salesman makes for improving his technique should be encouraged.

Just how importantly the Special Chemicals Division regards the proper servicing of accounts is revealed in the fact that newcomers and old-timers on the sales staff are repeatedly told, "You are working *with* us, not *for* us. In our business the only person you work *for* is the customer. He is the man who really pays you and he will pay you only if you give him what he wants, when he wants it, and the way he wants it."



PORTFOLIO OF SALES POINTS:

Commercial agents of Railway Express Agency are selling both air and rail express service with the aid of this spiral-bound, leatherette-covered portfolio. Each agent can tailor his presentation to emphasize sales points which would appeal to prospects in each field. All he does is to slip the advertising copy illustrating the desired sales points into the 12 transparent envelopes holding 24 inserts.

OCTOBER 1, 1946 142

Here's the answer to your
BUSINESS GIFT
Problem...

Catalog
of Famous
WILSON MEMINDEX
Reminder Items

Select from this Free Catalog gifts that both please your customers and increase your prestige. All items are exclusive, different, and *particularly worthwhile* to business people. Each is scientifically designed to save time, end forgetting, provide needed facts in the most convenient possible form. They are handsomely finished, many in genuine leathers.

By the Makers of Memindex® Popular "Memory on Cards"

PLANNING GUIDE CALENDAR

Absolutely new and different! A masterpiece of scientific desk calendar design. \$2.75 to \$8.00



POCKET PAL SECRETARY

One ultra-thin pocket secretary contains 7 exclusive features. \$3.50 to \$7.00 (plus tax)



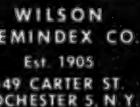
DAYDEX MEMO CALENDAR

Patented Week-in-Sight Principle. \$1.50 to \$2.00



Other Exclusive Items in Catalog Including the Entire Memindex Line. Write Dept. F.

Substantial Discounts to Quantity Purchasers



WILSON
 MEMINDEX CO.
 Est. 1905
 149 CARTER ST.
 ROCHESTER 5, N.Y.

Best read in the Upper Mississippi Valley

MINNEAPOLIS

STAR

EVENING

MINNEAPOLIS

TRIBUNE

MORNING and SUNDAY

400,000 Daily
 465,000 Sunday

"WHERE DO YOU GO from NO?" by Leon Epstein, Sales Counsel

An important new book on the basic principles of two-listed selling. A "must" in every sales training program. Twelve chapters and a special index of memorable epigrams on selling and advertising. Over 200 pages of stimulating ideas. Write today for Special Pre-Publication Quantity Offer.

Sales Research Institute, 103 Park Ave., N. Y. C.

Dear Editor...

He Has Something

Editor, SALES MANAGEMENT:

This letter is to compliment you on the high average of interesting articles which appear in *SALES MANAGEMENT*. Have been particularly impressed with the presentation of "Industry's Isolation Ward" by Martin Dodge, the lead article in the September 1 issue.

He has something. It's comparatively new thinking, because I attend meetings and occasionally talk before the Public Relations Group here, and everything else from the San Francisco Chapter of the American Marketing Association to the sales manager, the advertising group, etc., where business subjects are discussed.

This is the first time that a well-thought-out emphasis of the possibilities of the labor press in reconciling management and labor's differences has been highlighted . . .

GEO. H. EBERHARD
Geo. H. Eberhard Co.
San Francisco, Cal.

A Natural

Editor, SALES MANAGEMENT:

Enclosed you will find a copy of our 1946 football schedule of leading colleges and universities . . .

This 1946 schedule is our 16th annual edition. It is also our first edition in four years, since, due to wartime conditions, we were forced to discontinue the schedule in 1942. Now that we have continued to publish it, it has received a heartier, more cordial welcome than ever before. Today we are printing 300,000 and sending them to about 1,000 of our agents who order them. We could readily distribute two or three times this amount, but we caution our agents to give them only to those persons who are really interested. Consequently, we believe we get a better distribution to people who really appreciate it.

Here is how the schedule is prepared: Each year we write directly to the athletic directors of each of the schools represented in the schedule. Most of them are pleased to cooperate in supplying us with the proper information. The information is then compiled and we print 5,000, sampling them to our agents. Then we send copies of these schedules to the athletic directors of all the colleges represented, asking them if there are any corrections. We usually receive a few changes, additional games, changes in date, etc. Then these changes are made in our plates before we run the larger amount.

We have had numerous requests from other firms for the privilege of using our schedule with their imprint on it. We

have consistently refused to do this, for the simple reason that the schedule was originally prepared for the use of our agents only, and they have found it very popular and helpful in developing new prospects . . .

ROBERT J. WALKER
Standard of Detroit
Group
Detroit, Mich.

(A nod to Standard for a "natural" in Fall Season promotion ideas. The sample schedule sent with the letter has already been stolen by a Big Ten alumnus on the editorial staff who is intent on picking the best entertainment of the football season.—THE EDITORS.)

"Trade" Wind

Editor, SALES MANAGEMENT:

I am attaching a classified ad being run currently in *The Dallas Morning News* by a Dallas firm.

Now there is a prime qualification for salesmen which we have been omitting from the lists! Selection might be on the basis of a list something like this: 1. Type of dwelling salesman has for rent. 2. Sales ability. 3. Integrity. Etc.

CLAUDE MORTER
Remington Rand, Inc.
Dallas, Texas

The ad:

CAN OFFER POSITION
with unlimited possibilities to salesman
who has furnished apartment for rent.
W-6650.

(Please don't write to SM to ask how
the advertiser made out. Our researchers
are otherwise engaged.—THE EDITORS.)

Another Salute

Editor, SALES MANAGEMENT:

Congratulations on the new dress for *SALES MANAGEMENT*. I like the new cover, also the new type face you are using for article headings.

Incidentally, I want to congratulate you for a very well written and timely article in the August 15 issue. I refer to "Memo to a Swordsman Stalking an Advertising Budget" on page 117 of that issue. It's right on the beam.

PAT BRIGHAM
Ross Roy, Inc.
Detroit, Mich.

SM'S New Cover

Editor, SALES MANAGEMENT:

Will you listen?

We would just like to take a few minutes of an otherwise busy day to tell

you that your new idea of having a different cover arrangement on your magazine has great appeal . . .

We all get critized a-plenty, and . . . we should also be complimented on improvements.

A. F. ARHEIT
Sales Manager
The Diamond Fertilizer
Co.
Sandusky, Ohio

(Of course we'll listen!—THE EDITORS.)

Our Error

Editor, SALES MANAGEMENT:

In your very faithful account of my views published in your September 1st issue under the heading "Industry's Isolation Ward," one point needs comment. On page 38 it is stated that top management's trouble in understanding employee relations arises from its inclination to see human problems in terms of "the group." What I meant to convey is quite the contrary. Management now has to *implement policy* in terms of the group, but is still inclined to *see* human problems in terms of the individual. This may be due to the historical influence of thousands of years of practice based on the master-servant concept, or perhaps more simply to the fact that most business executives usually deal with people one at a time. Whatever the reason, this tends to build up an obstacle between theory and practice where collective agreements are in effect.

MARTIN DODGE
Martin Dodge & Co.
New York City

(To Mr. Dodge, thanks for clarification.—THE EDITORS.)

Credit Where It's Due

Editor, SALES MANAGEMENT:

I was glad to see the letter from Mr. Evans of the Griswold-Eschleman Co. in your September first issue, pointing out that Dean Schneider under the University of Cincinnati and not Antioch College invented the cooperative work-study plan.

Antioch, too, has been trying for 25 years to make this clear; our respect for Dean Schneider can be measured by the extent to which we have applied his innovation. Antioch does have one "first" to its name, being the first liberal arts college to apply the work-study program to all students in all liberal arts areas. Thus, the work experience is used not only for vocational exploration and training, but to illuminate and test textbook theories in philosophy and psychology and social science as much as in engineering or business administration.

At latest count there were over 40 colleges with some kind of a cooperative work-study plan. They are not in competition. Each uses the plan differently for its own ends.

MARION WIEMAN
College Editor
Antioch College
Yellow Springs, Ohio

SALES MANAGEMENT

how to be one of the smartest people in town

*an invitation to join the parade
of alert agency people,
advertisers and scores of others who call
on WOR for facts—to be found nowhere else.*



HERE EVERY DAY come people, by phone and otherwise. Smart people on the prowl. Agency people, advertisers and others plus. More will come tomorrow and more next day—for requests rise steadily.

what on earth brings this regiment?

The fact that WOR is exclusive subscriber to, and analyst of, the Nielsen Radio Index, New York Area. Facts ferreted out by this crack audimeter service save advertisers time, money, headaches; applied to WOR, or other, programming, they practically *guarantee* successful spotting. Ready for WOR's clients, too, are the findings of C. E. Hooper and the Pulse of New York. All are grouped, classified, simplified to help you pick the right time, opposite the right shows, during the proper seasons with minimum trouble and mayhem.

and what else lures them?

The fact that more than 100 success stories—the greatest collection of success stories ever gathered by any station anywhere—are carefully filed for comparison and profit-making study. Everything

from autos to con carne to lipstick to turkey. And what WOR can't show you, it will search for with the calm ferocity of a Charlie Chan.

The fact that our flying wedge of marketing experts are hip-deep in uncommonly sound facts covering more things than you could imagine regarding the 7 great states, and 16 cities of more than 100,000 people each, which WOR covers at some of the lowest costs-per-thousand in American radio.

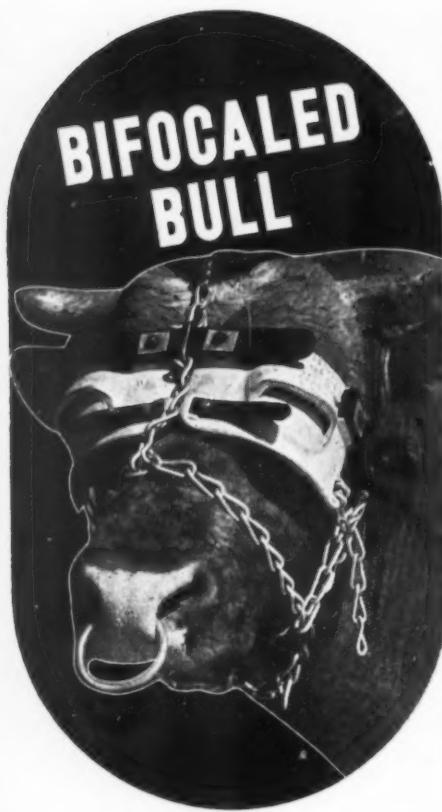
The next time you have a problem regarding a time or program, call WOR. The smartest people are doing it, and, in the process, saving time and mistakes that cost cash.

our address is

WOR

*—that power-full station
at 1440 Broadway, in New York*

MUTUAL



In the little town of Platteville, Wis., a farm inventor has tamed more bulls than all the matadors in history.

One night after two of his friends had been killed, both by bulls, Henry Masbruch had a dream. Out of that troubled night's sleep came the idea for a blindfold bull halter—a smoothly molded metal hood with "bifocals" that permit the bull to see downward to graze but cut off his forward vision when he lowers his head to charge.

Far more humane than a staff or chain attached to the nose ring, Masbruch's halter makes any bull safe—has saved hundreds of farmer's lives.

After advertising it in dozens of farm papers throughout the country, Russell Manufacturing Co. reports that *The Nation's Agriculture* always ranks at or near the top in response from readers—has produced more cash sales.

There must be a reason.
Investigate—

The Nation's
AGRICULTURE
OFFICIAL PUBLICATION FOR
973,537
FARM FAMILIES OF THE
★ AMERICAN FARM BUREAU
FEDERATION
58 E. WASHINGTON ST., CHICAGO, ILL.

A Jiffy Reminder of When to Re-Order

A simple stock control form shows sales people when stocks are low.

Control, Norcross finds, is a nice thing to have around—especially in the greeting card department of a store. In order to help the girl behind the counter do a better job the company has recently issued a booklet which it calls, "Use Control." Purpose—to "brief" the saleslady on the stock control for greeting cards which Norcross tailor-makes to each dealer's requirement after a study has been made by company experts.

"Use Control" explains in words and pictures how the Norcross control plan works to the benefit of the dealer. To take the curse off the memory-work involved the booklet begins with a chapter heading, "It's Simple!" All the saleslady does, it explains, is to keep an elementary filing system. Each separate design has a control ticket, index card and rack marker bearing the number. The marker is on the rack and the index card and control ticket are placed in the file. The salesperson places sufficient stock on the rack and files the rest, placing the ticket ahead of the



SIMPLE . . . SYSTEMATIC . . . SMART—
"The Three S's" of Norcross' dealer stock control plan are explained in this booklet.

quantity of cards shown on the control ticket as "banded reserve." When the designs sell down to the minimum "banded reserve" the ticket is removed and the stock is reordered.

At the booklet's end a few helpful "Don'ts" are included, together with a column of "Do's." And throughout, the pages are enlivened by cartoons of the Norcross Family—the people who appear on the greeting cards themselves.



"Kirsten Week:" To celebrate opening of its new factory in Seattle, Wash., Kirsten Pipe Co. staged a promotional campaign with all the trappings—and success—of a well organized sales campaign for a product. To tell employes about the party, cartoon-type placards went up on bulletin boards. They showed the plant bulging with visitors—a prophecy that came true. To personalize invitations to each group, Kirsten sent out seven different types of invitations. The first invitation—a souvenir type booklet—went to the home address of each employe. There were separate invitations for suppliers, dealers, tobacco trade, marine division, special guests, and open house visitors. The public was invited to open house days with newspaper advertisements, point-of-sale placards at dealers, and with invitation cards given out by dealers.

Axiom for Advertisers:

The Local Touch is the Midas Touch

in six locally-edited

Sunday Magazines



And Why? Because the extra effort of local editing and local planning pays off two ways. It pays off in higher readership figures for the six Sunday Magazines; it pays off in greater sales' returns for the advertisers.

And More! All six magazines feature a new 1000-line page size with rotogravure beauty of reproduction in monotone, duotone and matchless full color. Order them individually or as a convenient single-order single-copy package. Write Standard Gravure, Louisville 2, Ky.; or contact Branham Co., Jann & Kelley, O'Mara & Ormsbee or Sawyer-Ferguson-Walker Co.

TO THE LEFT is an example of the "Local Editorial Touch" as found in the Houston Chronicle.

Locally-edited Sunday magazines in six major markets with over 1,246,000 total copies each Sunday

NASHVILLE TENNESSEAN
LOUISVILLE COURIER-JOURNAL
NEW ORLEANS TIMES-PICAYUNE-STATES

ATLANTA JOURNAL
COLUMBUS DISPATCH
HOUSTON CHRONICLE*

* Color will not be available in the Houston Chronicle until 1947.



How to Spot and Train Apprentice Salesmen For Management Jobs

Based on an interview by John H. Caldwell with

RICHARD RIGHTER • Manager, Sales Personnel and Training, Carnegie-Illinois Steel Corp.

The first 34 weeks of Carnegie-Illinois Steel's program only prepares trainees to step on the bottom rung of the ladder. Then it requires three to five years to season a salesman. So each man is picked for the long pull.

Carnegie-Illinois Steel Corp., Pittsburgh, largest subsidiary of United States Steel Corp. in its formal sales training program doesn't train salesmen—it prepares men for a variety of jobs in the sales department. In Carnegie-Illinois you don't run trainees through a brief sales course and turn them out to sell.

At Carnegie-Illinois a select group of 16 to 20 young men in groups of four to six are put through a stiff 34-week, full-time apprentice training program each year. These men are hand-picked for their potential management abilities by a board of three to five top sales executives. In 34 weeks these apprentices are given a look into every phase of the company's business because they are being groomed to hold increasingly important positions in succeeding years.

While no apprentice is put into the training cycle unless he is a good bet for the future, the 34 weeks of training prepares each man to step only onto one of the low rungs of the ladder. Compare this with the West

Point graduate who starts out as a second lieutenant. Both are equipped to move up. For the Carnegie-Illinois apprentice, the first rung on the ladder is usually an inside job as sales correspondent in one of the company's sales units.

If these apprentices live up to prospects indicated at the time of selection they will climb the ladder to line or staff management positions in the Sales Department—sometimes in other departments. A steel salesman's knowledge of his products and how his company can best serve customers are the two big factors in the purchase of steel. It requires time and practice to acquire this knowledge. That is why there usually is a gap of three to five years between the end of apprentice training and a man's first call as a steel salesman.

Because these men must invest so much time to become qualified steel salesmen, Carnegie-Illinois picks its candidates with care. A special effort is made to secure trainees from all parts of the Nation served by the

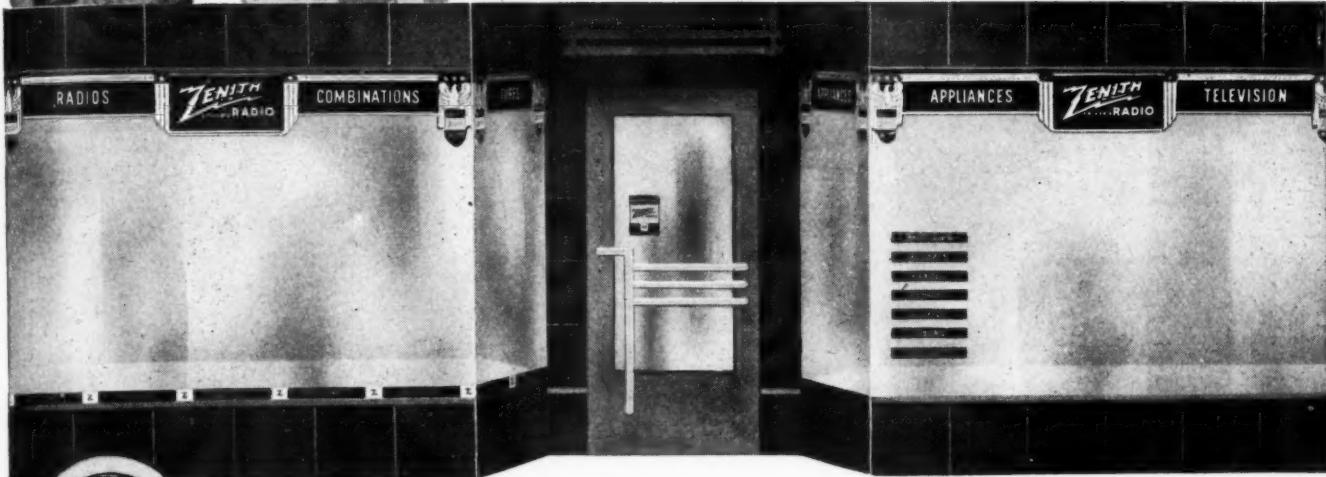
company. Current apprentices are older and more experienced than pre-war trainees. Their ages run from 25 to 30. Many are ex-servicemen. Most of them worked for the company before the war. They come from mills and offices. Some apprentices have been recommended by district sales and product managers. Recruiting of college graduates—preferably business administration majors or engineers—won't be resumed much before next year.

At whatever point candidates apply for sales training, the interviewer fills out a record scoring each man as poor, fair, good, very good, or excellent on each of these 10 points: General appearance, personality, poise, mental alertness, aggressiveness, commercial mindedness, mental integrity, education and experience, industriousness, and cultural background. There are instructions to guide interviewers in properly scoring the candidates. For acceptable candidates this is only the first of some 50 times which apprentices are rated while training. Each person who assists in training of apprentices files a written rating on each trainee. Trainees are rated on initiative, enthusiasm, ability to learn and personality.

When candidates pass their first screening, their score sheets and the customary personnel information are



and MEYERCORD WINDOW VALANCES ARE THE HEADLINES



DECALS IDENTIFY dealers . . . INVITE customers . . . INCREASE sales!

Acres of store fronts along America's Main Streets offer "free space" advertising opportunities to alert national advertisers...right now! Make this valuable space the spearhead of powerful point-of-sale advertising for your brand of product. Meyercord Decal window valances...economical, durable, easy to apply...stop shoppers—clinch their patronage. They offer more advertising value per square inch, per year, per dollar. Headline *your product* on Main Street for bigger profits with Meyercord Decal window valances.

Let's Talk Over YOUR Plans . . . NO OBLIGATION

Skilled merchandising men, artists and production technicians at the "world's largest manufacturer of decals" will gladly assist you in preparing an attention-compelling, sales-building Decal window program.

And Here's "SPOT NEWS" at YOUR DEALER'S DOOR!

Meyercord Decal signs on windows and doors are additional spot markers along your profit path. They are sales clinchers, literally guiding the buyer's feet through your dealer's door. Carefully planned spot window signs, door signs and valances team up to lend local power to national advertising. They stimulate *action* at the point of sale. Durable, washable, inexpensive, they can be produced in any design, colors or size. It will pay you to investigate the value of a complete store-front Decal program . . . NOW!

©1946, Meyercord Co.



Executives: Send for Decal Ad-Visor...FREE!

This helpful guide to Meyercord Decal advertising is offered business executives . . . FREE. Shows how and where successful advertisers use Decals. Write for it on your company letterhead. Address inquiries to Dept. 42-10



THE MEYERCORD CO.

World's Largest Decalcomania Manufacturers

5323 WEST LAKE STREET . . . CHICAGO 44, ILLINOIS

IF MOTHER
NATURE
HAD
FORESIGHT . . .



She would not have wasted time on the unsuccessful Dodo. For NATURAL SELECTION is costly, and hindsight can be wasteful and inefficient.

SCIENTIFIC SELECTION of SALESMEN screens out the unfit, the ones who won't survive . . . AND the KGR aptitude testing service is sales management's best tool for scientific selection. There is no need for YOU to waste time on the "Dodos" for your sales force.

Mr. Sales Applicant may have the trainability, sales aptitude and personality assets for success with your company . . . or, he may be a "Dodo." KGR aptitude tests get "under his skin" so that his chances for success can be determined IN ADVANCE of employment.

STOP GUESSING. Send for letter "K" now and learn how scientific selection can help you captain a winning sales team in the tough, competitive days ahead.

KESTIN, GOULD & RAFAI
MANAGEMENT CONSULTANTS
24-16 Bridge Plaza South, IR 6-6590
Long Island City 1, New York



INDIVIDUAL TRAINING: S. A. McFarland (left, above) is briefed by Mr. Righter, and by G. Reed Schreiner (center) advertising chief, and R. J. Ritchey, Manager, Market Development.



reviewed by Richard Righter, Manager, Sales Personnel and Training in Pittsburgh. Then candidates take the Kuder Preference Record test and these three Minnesota tests: Multiphasic Personality, Personnel, and Clerical. These tests are important guides to spotting better candidates. Now candidates are ready to meet individually with the selection board, usually composed of three to five managers. Final selection of apprentices is confirmed by the general manager of sales and the vice-president in charge of sales. This may seem to be an overly cautious method of selection, but the company is not just looking for salesmen—it's also spotting and preparing to train men for future management responsibilities.

Once selected, candidates go on the payroll of the Sales Personnel and Training Division and are brought to Carnegie-Illinois' headquarters in Pittsburgh to begin the intensive Commercial Apprentice Training Program. In the next 34 weeks apprentices work throughout the company's offices and mills under the supervision of Mr. Righter's division.

Apprentices spend the first six weeks in the home offices in Pittsburgh absorbing background information on these major subjects:

1. History, objectives, policies and organization of United States Steel Corporation and Carnegie-Illinois Steel Corporation.
2. Raw materials.
3. By-products coke plants.

4. Blast furnaces.
5. Bessemer and open hearths.
6. Sheet, tin and strip mills.
7. Other rolling mills.
8. Electric furnace, alloy and stainless steels.
9. Other company activities.

For this phase of class work pertaining to company background and general information on steel production and steel products, John L. Acheson, training assistant, makes liberal use of motion pictures, sound-slide films and other visual aids. Apprentices use the company's book "Making, Shaping, and Treating of Steel," as reference material. There are informal lectures, discussions, plant inspections—and examinations to test the apprentices' progress.

For the next 12 weeks, apprentices usually pair off for rotation through mills in 13 of the company's plants in Pennsylvania, Ohio, Indiana and Illinois. The general objective of this second phase of training is to get a practical, detailed understanding of plant operations. It's learning the steel business—the way mill men see it.

At the mills these pairs are assigned as observers to the director of training, Industrial Relations Department.

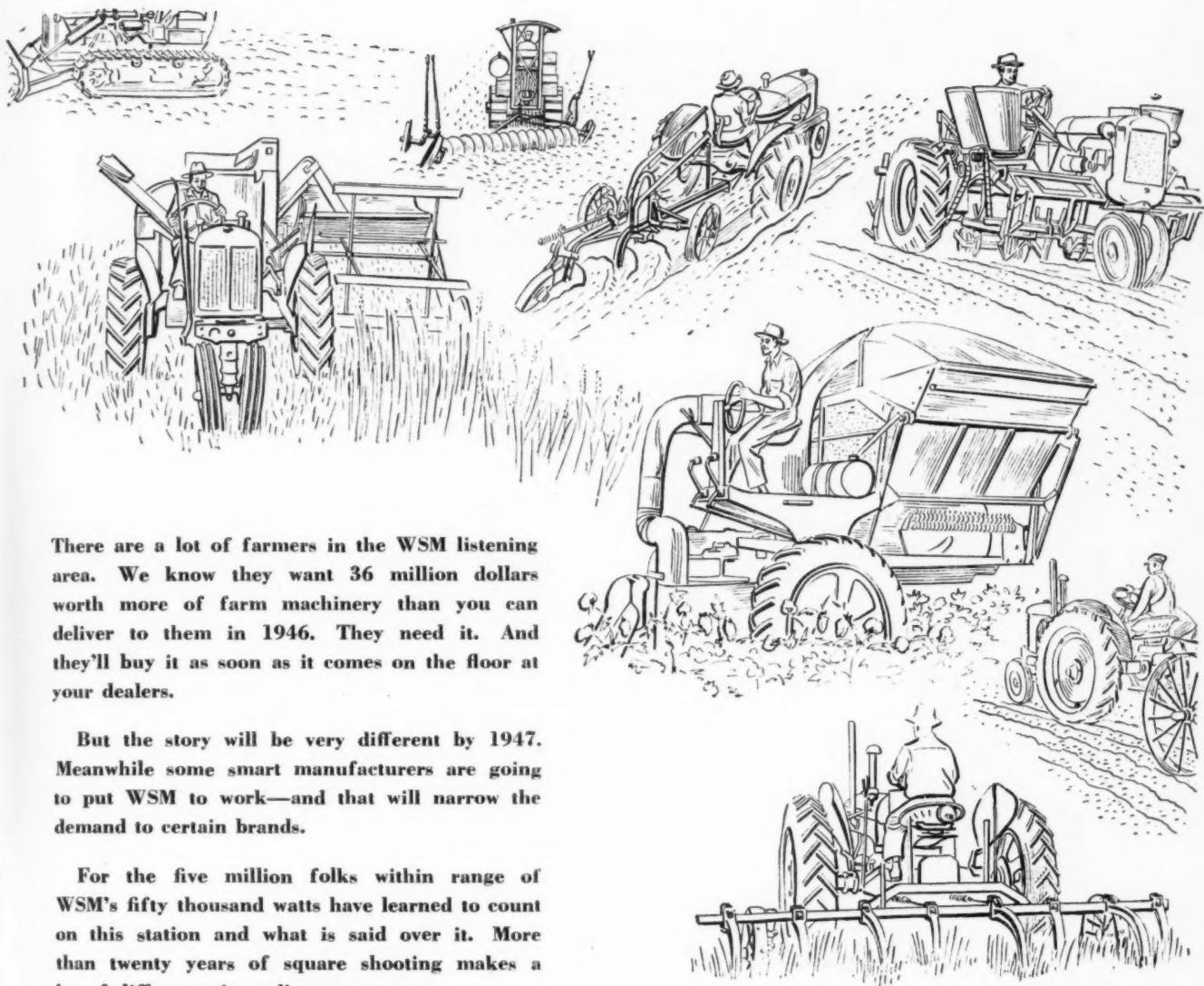
Management Men
in the Central West

Prefer

Chicago Journal of Commerce

TABLE OF CONTENTS

COMFORT...
COURTESY...
CONVENIENCE...
In ST. LOUIS
HOTEL
mayfair



There are a lot of farmers in the WSM listening area. We know they want 36 million dollars worth more of farm machinery than you can deliver to them in 1946. They need it. And they'll buy it as soon as it comes on the floor at your dealers.

But the story will be very different by 1947. Meanwhile some smart manufacturers are going to put WSM to work—and that will narrow the demand to certain brands.

For the five million folks within range of WSM's fifty thousand watts have learned to count on this station and what is said over it. More than twenty years of square shooting makes a lot of difference in audience-response.

The fact is, WSM is the only single medium that can reach this whole big market, and the one in which the people of the area have the most complete confidence and trust. Even an elaborate and costly combination of media cannot duplicate what WSM delivers for so little.

HARRY STONE, Gen. Mgr.

JACK HARRIS, Asst. Gen. Mgr.

WINSTON S. DUSTIN, Comm. Mgr.

EDWARD PETRY & CO., National Representatives



WSM
NASHVILLE

By watching operations and talking to mill men, observer-apprentices become familiar with basic steel making practices, primary and finishing facilities and other steps in steel manufacture.

Equipped with this background of 12 weeks in the mills, all apprentices are brought back to Pittsburgh for their final 16 weeks of training. Here, they observe sales procedures, learn steel marketing terminology and expressions, pricing and generally what makes the wheels go around in the departments of the company which

will have a bearing on their future responsibilities.

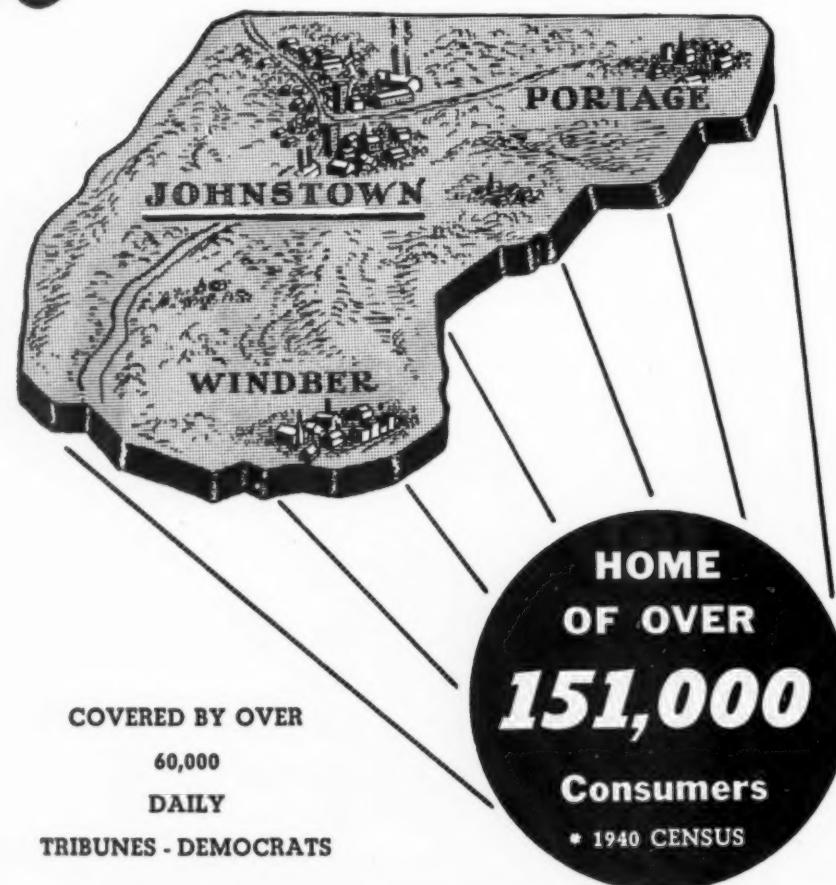
In this final phase of training each apprentice operates individually. He spends from two days to three weeks in each one of these distribution units: Alloy, Bar and Semi-Finished Materials, Concrete Bar, High Strength Steel, Railroad Materials and Commercial Forgings, Sheet and Strip, Specialty Products, Stainless Steel, Structural and Plate, and the Tin Plate Division. These are the basic products the apprentice will be handling as an inside man for the next



BEHIND THE SALE: Apprentice salesmen spend 12 weeks in the mills absorbing the technique of Carnegie-Illinois steel-making.

The Johnstown Market

WESTERN PENNSYLVANIA'S
SECOND METROPOLITAN MARKET *



three to five years, and then as a salesman. The manager of each product division controls the distribution and general policies concerning marketing of his product. He and his staff tutor the apprentice in the methods, routines and general policies.

To better prepare these apprentices for future management responsibilities they also study, individually, all operations of the general sales staff and non-sales units. The general staff for sales is made up of these divisions: Advertising, Market Development, Commercial Research, and Trade Relations.

Work of the Market Development Division is broken down into these sections: Industrial Machinery and Equipment, Construction, Commercial and Domestic Equipment, and the Agricultural Industry. The apprentice talks over the long and short-range objectives of these programs with each section head. Then he studies ways in which the department carries out its promotional activities. Among other things he learns functions of exhibits and artwork, the USS (United States Steel) label program, the importance of conventions, mill and Great Lakes ore boat trips, motion pictures, and the technique of using direct mail to sell such a basic material as steel.

Apprentices see how the Advertising Division and the Market Development Division work closely together under the general staff manager for sales. In their study of advertising, apprentices learn that the department actively solicits suggestions from district sales offices on product applications which can be featured in advertising. Major points discussed with all apprentices are: What ad-

THIS IS NEW YORK

★ This is the first promotion ad for the New York Evening Journal, announcing its initial appearance on September 28, 1896. New York was then a city of 3,100,000 (now 7,730,000), Columbia University had 1,871 students enrolled (15,827 today). The tallest building then in New York had 23 stories (the Empire State has 102). It was a presidential election year with "sound money",

gold versus silver controversies. To cross the Brooklyn Bridge with a horse cost 3c. Victoria was Queen of England. Eggs were about 15c a dozen, butter about 5c a pound. Times change. Cities change. Promotion ads change. But the New York Journal-American still commands the evening field in New York, is New Yorkers' favorite evening newspaper by an overwhelming margin.

Morning Circulation, 480,331 (Sept. 16)

NEW YORK JOURNAL
EVENING EDITION

NEW YORK, MONDAY, SEPTEMBER 28, 1896.

Sunday Circulation, 307,131 (Sept. 16)
Evening Circulation, 777,777

The New York Evening Journal, Out To-day, Beautifully Illustrated. Order of Your Newsdealer. One Cent.

COOP evening, many people sit,
May fortune ever bless you!
And now, pray, let a maiden small
In words of cheer address you!

I'm here, and here I mean to stay,
Whatever may befall me.
Parents want let me go astray,
For shall I keep these bonds me.

"My dear," she told me, "just you try
To right all wrongs about you,
And every one will see bye-bye
They can't get on without you.

Just keep those big, blue eyes, my child,
"We open all the day, dear.
And tell exactly what you are,
And just what people say, dear.

If men are bad, why, tell them so.
Where you find them, enter them
If people do the best they can,
Whoever they are, dear, praise them."

My mamma's right, and I shall try
To be so good and clever
Then we'll be great friends, you and I,
Forever and forever.

OUT FOR THE FIRST TIME TODAY

ONE CENT

The Evening Journal Will Always Have All the News and Special Entertaining Features

50 YEARS OF CIRCULATION DOMINANCE IN NEW YORK, THE WORLD'S GREATEST CITY

By 1897, after one year of publication, the Evening Journal had the largest circulation in the English-speaking world. It has never fallen below that first-year's figure. The oldest paper in New York under one, unchanged ownership and policy, the Journal-American today continues to offer circulation dominance in the largest, richest, most powerful city in the world.

NEW YORK JOURNAL-AMERICAN
A HEARST NEWSPAPER

Read by More Than 650,000 Families Every Evening . . .
More Than 1,100,000 on Sunday

OCTOBER 1, 1946

You need newspapers to sell New York

vertising does for sales, purposes of an advertising agency and how an agency carries out its assignment, why the company uses national advertising and the purpose of U. S. Steel's nationwide radio program. Explanation of the Advertising Division is made in informal discussion.

In the non-sales units, apprentices approach the management problem from the other side of the desk. The divisions they study are: Purchasing, Metallurgical, Production Planning, Credit, and Accounts Receivable. This is one more place where they

make friends with the people whom they will be dealing with when they are assigned to a regular position. It's a rare apprentice who fails to note the future value of these shirt-sleeve contacts in every department.

It's in the purchasing division that these sales apprentices learn salesmanship from the vantage point of the buyer. Carnegie-Illinois itself is a large buyer of steel products—roughly 45% of the company's outgo is for materials and services. Salesmen sell many products to Carnegie-Illinois. So, the sales apprentice sits by the

Carnegie-Illinois buyer and watches a salesman in action really selling his product. Before each salesman is asked to come in, the Carnegie-Illinois buyer briefs the apprentice on the problem. Consequently, the sales trainee can watch the real salesman develop his points—he can see how a sale is made or lost and know why.

Throughout the final 16 weeks training, apprentices participate in these activities: Product managers' conferences, classes on the theory behind the steel industry's pricing system, inspection trips to plants buying steel from Carnegie-Illinois, and a visit to a district sales office.

Apprentices are now ready to step on the first rung of the ladder. Their progress will be watched because they were chosen for their ability to grow. At the end of each year, along with all other employes of the sales department, each apprentice will be rated on these points: Performance in present position, personal qualities, capacity for future growth, and initial impression he makes. The training program has given him the basic background. His success in mounting the ladder to solicitation and management positions rests with the individual.



NASHVILLE City Zone Population 266,505

One of the nation's first 50 markets

Nashville Banner The Nashville Tennessean

EVENING

MORNING

SUNDAY

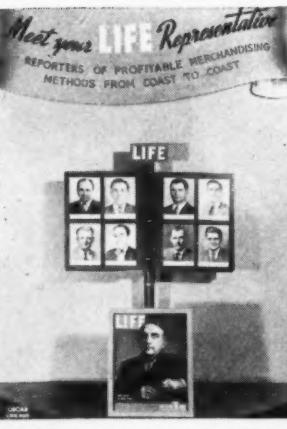
NEWSPAPER PRINTING CORPORATION, AGENT

Represented by The Branham Company

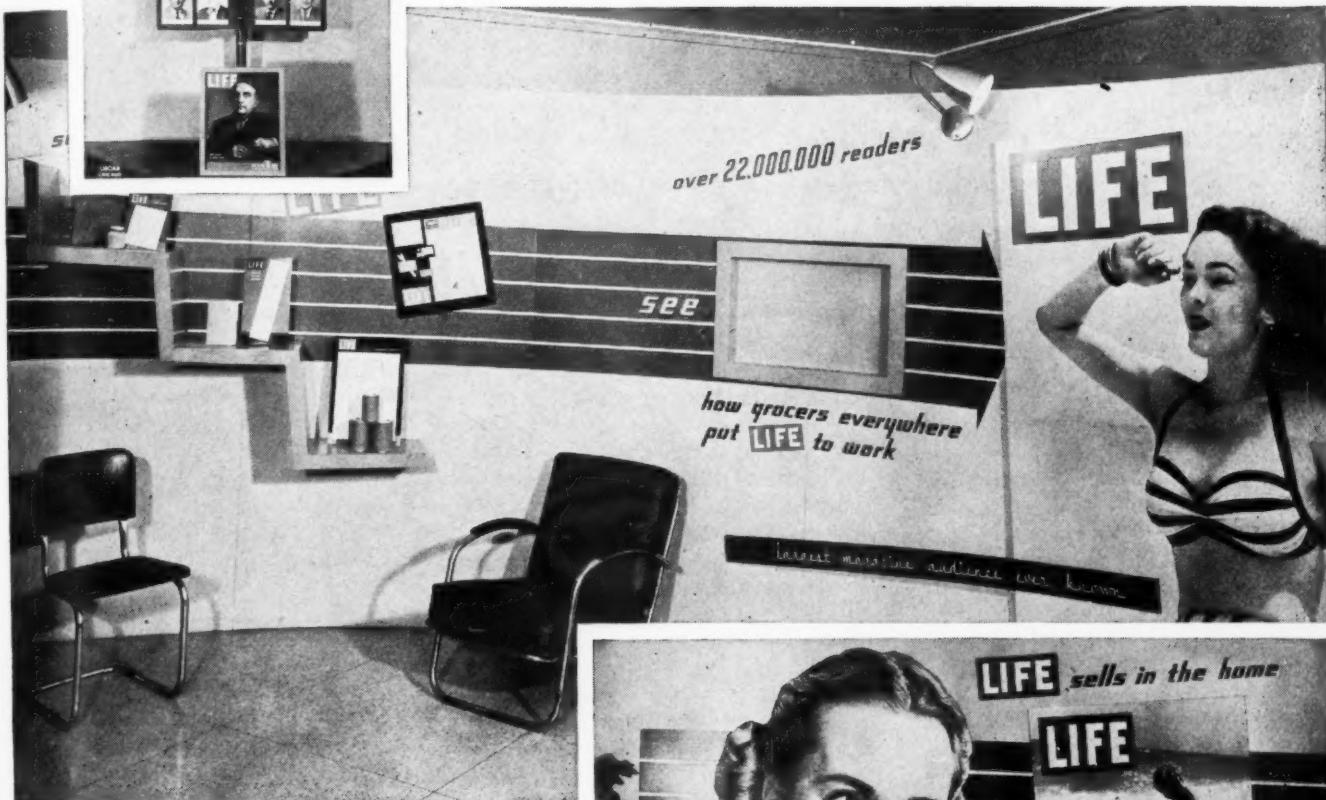


SHE'S A TRADE-CHARACTER: "Buttons," a personality doll, is the new trade figure for Dan River Mills, which is beginning a national promotional campaign for their sheets and pillow cases. "Buttons" will be the central theme of promotional campaigns to both adults and children. "Buttons" has a busy schedule. She is appearing in color advertisements. Die-cuts are being made of "Buttons" for retail store sheet department counter displays. She's on Dan River sheet packages. A colorful swing has been designed for her.

SALES MANAGEMENT



LIFE AT A CONVENTION



Three views of exhibit used by Life Magazine at Grocers Convention



LIFE Magazine had a story to tell to the grocers of America. It could tell how its advertising and merchandising methods benefit the grocery store trade...that LIFE is the top magazine in grocery store product advertising...and how it can be used in the grocer's store to promote sales.

Where could this story be presented more effectively than at the National Grocers Convention? Here were assembled, under one roof, all the right people and all at one time. LIFE didn't have to seek out these individuals over a widespread area. Instead prospects from all

over the country actually came to LIFE...and LIFE told its story to this concentrated audience with an effective exhibit...a Gardner Exhibit.

Gardner
DISPLAYS

477 Melwood Street
Pittsburgh 13, Pa. • Mayflower 9443
516 Fifth Ave., New York 18, N. Y.—Vanderbilt 6-2622
185 N. Wabash Ave., Chicago 1, Ill.—Andover 2776
810 Book Tower Building, Detroit 26, Mich.—Randolph 3557

How Promotion Spared This Boom Town from Industrial Limbo

The population of Richmond, California, multiplied four times in three war years while building ships for Kaiser. The problem was to hold this population . . . and purchasing power . . . so the city told its story in national advertising. Now, Richmond's population exceeds the wartime peak.

When Richmond, Calif., a typical Henry Kaiser-style war-boom town, continued to be a boom town even after peace came, it amazed a lot of California people who had said that Richmond couldn't keep it up. But Richmond did—thanks in great measure, say the city fathers and Richmond business leaders, to a down-to-earth sales promotional campaign that advertised and sold Richmond exactly as a 10-cent package of breakfast food would be merchandised and sold—and as effectively.

In 1944 there wasn't a lustier city in the country. Richmond, which had grown in three years from 23,000 population to a hefty 100,000 while turning out ships for Kaiser, had passed even San Francisco in port tonnage to become the biggest port on San Francisco Bay. It was a typical boom city in the tradition of the West.

Downtown streets were thronged with people. Stores were selling out faster than stores in more nearly normal cities sold out—and yet customers cried for more. Richmond business leaders looked at this rosy picture, then looked at the probable future, and they didn't like it a bit. Off the thronged streets, a meeting was held at the Chamber of Commerce. Twenty leading industrialists, merchants and other businessmen cried on each others' shoulders. For it appeared that Richmond was due for a fall in population and buying power as sudden and complete as its boom rise had been.

The meeting had been called to consider the reports of two independent survey experts. Looking behind the bright facade of the Richmond boom, these industrial surveys pointed out that Richmond was heading for the rocks. When the war plants closed there would not be sufficient industry to float a city of 40,000—much less one of 100,000.

After gearing the city's business to

a 100,000 population level and to high buying power, it would be a major calamity to have the city fall off. Yet these surveys, both of them authentic and conclusive, estimated the post-war population of Richmond at a paltry 40,000. They estimated that the purchasing power of the post-war 40,000 would be lower than that of any 40,000 population then in Richmond.

There was one factor, however, which the experts' surveys had not taken into account. That was Richmond's initiative in doing something about the gloomy situation. When the Chamber of Commerce meeting

broke up, members of the Chamber of Commerce left with half-smiles instead of frowns upon their faces. It had been decided to sell Richmond as though it were a commodity in an effort to bring new payrolls into the Bay City, keeping population figures high and buying power higher.

The first move was to raise funds. Richmond's city fathers, heartily in favor of a campaign which might keep Richmond from slipping once more into the small-town class, appropriated \$25,000. Merchants and permanent industrialists contributed another \$30,000 to keep the ball rolling. Richmond had a kitty of \$55,000 with which to begin selling itself on a national scale.

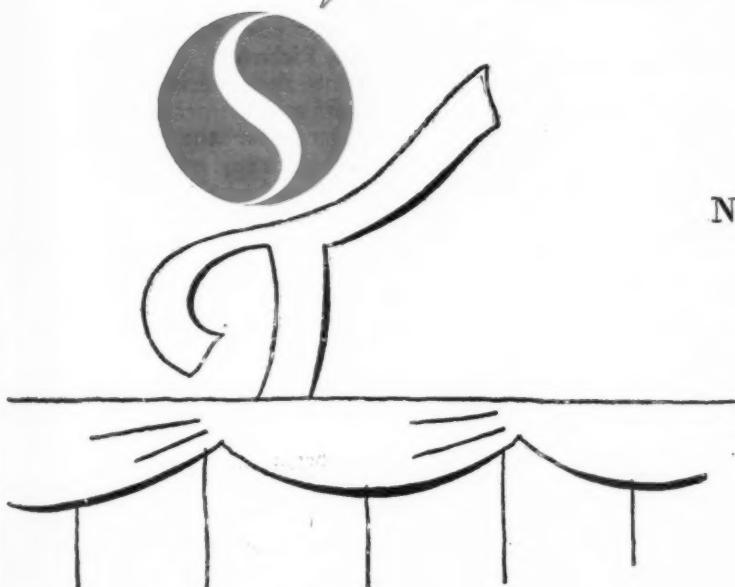
Next, the plan called for hiring an industrial manager to take over-all charge of the selling campaign. For this job Pere Woodcock was selected, because of his advertising, selling, and general business background, and because of his familiarity with Bay Area business conditions. Coupled with these assets, Mr. Woodcock combined



"He's our best man—never lets a prospect get away."

SALES MANAGEMENT

can you use
18,000,000 customers
next winter?



Now's the time to plan for next winter. In planning, you'll want to know more about the Standard Outdoor Advertising Network, a mighty effective way of putting your message into any or all of the 1,626 markets we cover—winter, summer, spring, or fall.

Standard is a Network of progressive outdoor advertising companies*, banded together to give advertisers more value for every dollar spent. Standard can tell your story—repeatedly, attractively, effectively—to 18,000,000 year-round consumers in many of the nation's heaviest buying areas.

To reach *and sell them*, Standard gives you the best in outdoor advertising service.

**STANDARD
OUTDOOR
ADVERTISING**

Inc.

525 LEXINGTON AVENUE, SHELTON BUILDING
NEW YORK 17, N. Y. • ELDORADO 5-2232

*A booklet listing participating outdoor companies, with a map of the Standard Network, is being sent by mail.

PARDON US

Some New Customers Are Waiting For You if your business is something to eat or drink

... or something to wear, or just about anything. Here's a market that really responds to the "invitation to buy." For the Negro looks to his race press with confidence and loyalty. Your advertising in these papers can win the response and regular patronage of this 7 billion dollar market. Get the facts on some of the success stories built by advertising in this live field. Drop a letter or post card today to

Interstate United Newspapers, Inc.
545 FIFTH AVENUE, NEW YORK

U.S.A.'S LARGEST REPRODUCTION HOUSE
WE MATCH YOUR ORIGINAL TO A T

PHOTOS **5 1/2¢ EA.**
8" x 10"
GENUINE GLOSSY
Unsurpassed in Quality at any Price
NO NEGATIVE CHARGE - NO EXTRAS OF ANY KIND
6 1/2¢ EA. in 100 Lots
5 1/2¢ EA. in 1000 Lots
POST CARDS or 4" x 5" \$2.00 per 1000 Lots
24 HOUR SERVICE ON REQUEST
"THE PHOTOGRAPHER'S PHOTOGRAPHER"
WRITE DEPT. 15
165 WEST 46TH ST.
New York 19, N.Y.
COPYART Photographers
WE DELIVER WHAT WE ADVERTISE

an intimate knowledge of industrial conditions in the East and Middle West.

Mr. Woodcock's first move was to order an industrial survey. How many vacant plants might be available when the war boom ended? How many good sites were there for building new factories, and where were these located? How big was the labor pool? How skilled was it? How easy would it be to lay out and construct new workers' homes which would be homes, not merely factory dwellings? What raw materials were easily available? How about transportation facilities? Nearby markets? Gather these facts and put them in a book for the prospective Richmond industrialist to read, Mr. Woodcock decreed.

No Path to the Door!

With this chore completed, Mr. Woodcock had a grasp on Rule I for salesmen: Know your product. Armed with this knowledge, he took steps to begin active selling.

Industry won't beat a path to anybody's door, no matter how many better materials and mousetraps he may have, Mr. Woodcock reasoned. So it was decided that Richmond's story should be taken to the prospect via national advertising.

The Francis J. Wank Advertising Agency, San Jose, was chosen to handle the Richmond account, and Mr. Woodcock's wealth of industrial facts was turned over to the agency for down-to-earth interpretation in a sales mailing piece.

The data disclosed several startling facts: Unnoticed, Richmond had grown into the largest port on San Francisco Bay—second only to Los Angeles on the Pacific Coast. Land suitable for industrial building was available in the city for as little as \$1,250 per acre, complete with utilities. This figure compared favorably with sky-rocketing plant site prices in many other areas.

What other advantages were enjoyed by Richmond? The industrial survey disclosed several. There was a large labor pool and, thanks to the training Richmond workers had in war plants, these workers were highly skilled. If wartime performance could be a yardstick, then management could undoubtedly get their cooperation.

All these findings, with detailed data on minor but important industrial factors, were compiled into a book which Mr. Woodcock optimistically titled "Richmond Wins the Peace."

Ways to Win the Peace

Then began the national advertising campaign, using business publications which reached executive eyes. This year's appropriation was \$30,000; next year the figure may be higher, because the campaign has brought home the payroll bacon.

Approximately 10 industrial executives wrote for copies of "Richmond Wins the Peace" following the first insertion. Later, as cumulative effectiveness of all Richmond's advertising began to be felt, inquiries rolled in at the rate of 50 and 60 each month. In addition to mailed answers, an average of three manufacturing executives now come to the Richmond Chamber of Commerce during an average week, searching for industrial facts about the Bay city.

Advertising appeals which Mr. Woodcock and Wank Agency have found most effective in bringing this ever-growing flood of industrial inquiries to Richmond are (1) its central location for serving the Coast and the Pacific Basin; (2) the port's tonnage; (3) an abundance of low-price land, complete with utilities which may be had for industrial sites; (4) the labor pool; (5) the famous, much-ballyhooed climate of the Golden State.

One advertisement showed a cut

SALES MANAGEMENT

Ahrend - Created Campaigns produce RESULTS!

D. H. AHREND COMPANY
INCORPORATED
Creative Direct Advertising

325 to 333 EAST 44th STREET • NEW YORK 17 • MURRAY HILL 4-3411

LET US SHOW YOU WHY • NO OBLIGATION OF COURSE.

of the California map around Richmond, with the headline, "Profitable Production, Economical Distribution." Since there are 16 cities and towns named Richmond in the United States, one problem was to identify this particular Richmond in advertisements. To do this, wherever the city name appears in heads or logo-type, "California" is added, and a small map of the Bay Area showing the location of Richmond is used as part of the logo-type.

For a time it looked as if all the hard work and money which had gone into the campaign were doomed to be wasted. The war ended just when the campaign was breaking and, with war factories and shipyards closing, workers began to stream back East.

Mr. Woodcock determined to proceed anyway. And as the campaign bore fruit, the workers came back.

Today, Mr. Woodcock looks over the results of Richmond's aggressive campaign to sell itself industrially. Has it succeeded?

A survey of Richmond just completed by the Post Office department discloses that the population of the Bay City is 106,000. That's 6,000 higher than it was during the war boom.



"The Case Against Shrinkage"

That's the title of a 35mm sound-slide film that shows sales people how shrinkage occurs and how retailers can stop it. Issued by the business paper, *Syndicate Store Merchantiser*, this film shows retail sales people how to prevent losses by correct arrangement of counters and understocks, the treatment of easily soiled or damaged goods, the need for checking prices both when goods are brought to the counter and on every sale, the importance of accurate weighing, measuring, and use of the cash register. The sound portion of the film is followed by a "Photo Quiz" in which the audience turns detective to solve a series of pictured shrinkage "crimes."

"WE WANT TO SEE YOU AND TAKE YOU ALL BY THE HAND"

From August, 1861, Prairie Farmer



As early as 1861, Prairie Farmer was part of the State Fairs

Historians recording that great American institution, the State Fair, will find a wealth of usable material in Prairie Farmer pages. In 1861, we gave readers directions for reaching the Fair Grounds, then opened an office on the grounds with this welcome note. "We want to see you and take you all by the hand."

At this year's State Fairs, you'll find the same neighborly spirit in the Prairie Farmer-WLS tent, where "Lincoln Land" folks drop in to relax — to check their coats and bundles — to meet their friends. They watch our Dinner-bell broadcast, they see stage shows with WLS talent, they meet and shake hands with Prairie Farmer editors. Our WLS National Barn Dance is a frequent choice for the headline attraction of the State Fairs. Wherever you find our "Lincoln Land" people, you'll find Prairie Farmer-WLS on hand to serve, to help — "to see you and take you all by the hand." — B.D.B.

"Institutions, like good neighbors, grow together."

Burrridge D. Butler
President, Prairie Farmer-WLS



"Lincoln Land" folks have deep-rooted confidence in their year-round neighbors, Prairie Farmer-WLS

Prairie Farmer-WLS at the State Fairs is one small phase of a 365-days-a-year activity that keeps our editors, microphones and air-folks constantly on the go. This policy of being right there as a *part of the lives* of "Lincoln Land" folks has built a confidence so real, so solid it carries over to the products we advertise. Give your merchandise the sales-stimulus of a friend-to-friend introduction in this sell-able four-state market — consider Prairie Farmer-WLS — the two mediums with the confidence of the people at State Fair Time and *all* the time.



Where Prairie Farmer-WLS
Influence is Concentrated
Among 14,000,000 People

PRairie Farmer CHICAGO and WLS

Burrridge D. Butler, President

Used as a TEAM they PENETRATE DEEPER

The ABC's of Building Audiences For Industrial Films

BY RALPH M. CRONIN

However expert a job you may do in producing a sales, advertising, public relations or institutional film, the value will be frozen unless the right people see it. Herewith, a quick summary of ways to achieve effective distribution.

Today, many companies sponsoring production of business films take full advantage of opportunities open to them to reach every segment of the audience to which their films will appeal. Yet, for every sponsor enjoying effective low-cost circulation of his films, we find many others floundering.

This condition exists because sponsors generally know too little concerning the subject of circulation of films. Many producers evade the question of circulation. Asked how to distribute films, many producers optimistically point out that "dealers like to see slide-films," that "schools are waiting with open arms for informative educational pictures," and that "luncheon clubs welcome such additions to their programs." Their answers usually end there. The mechanics for setting up showings, the complete story of potential audiences, the methods for developing adequate schedules, and cost of such activities are glossed over.

Every sponsor of films, whether he buys occasionally or frequently, whether he is producing a slide-film or a sound motion picture in full color, should keep in mind these three basic considerations:

1. The audience to be reached.
2. Methods of circulating films to these audiences.
3. Costs of such circulation.

Commercial films are written to attain definite objectives with specific audiences. The goal may be limited, as with sales training films. The audience to be reached should be determined *before* a film is produced. This may result in making several versions of the same film. United States Steel Corp. did this with the film, "Men Make Steel," three versions of which were addressed to three different groups.

Types of audiences who may see a

business film fall into these six groups:

1. The specific, hand-picked audience. For this group, detailed or confidential information is assembled and presented in a film. This audience is the largest one for slide-films, especially those showing "how-to-do" techniques. Many movies have been produced for such limited, specific purposes.

Sales training, on-the-job training, and mechanical know-how are not the sole functions of this selective type of films. Dictaphone Corp. produced a motion picture which it took to a prospect's office. Johns-Manville Corp., Williamson Heater Co., and Delco-Heat of General Motors Corp., prepared films to be carried by their salesmen into prospects' homes for hard-hitting, direct selling. One major mail order house, combating a tax situation, produced and showed a motion picture *one time* only to the state legislature!

By their very nature, such selective groups usually are small. In direct selling they may number one, two or three. In sales training, or in informational presentations they frequently run from 10 to 30, though several hundred may be successfully reached at one time.

2. Sponsored Meetings. This group includes store "shows," cooking schools, and meetings in theaters. This type of showing is usually promoted by a manufacturer, with local dealers cooperating to lend prestige.

3. Public Gatherings. At every county, state and national fair, exhibit, or convention with their accumulated millions of total attendance, we find another excellent opportunity for mass circulation.

4. Ready Made Audiences. *Commerce Magazine* reported some

time ago that there are eight million members of men's service clubs and four million members of the 10 leading women's clubs. These, and other groups, such as the American Legion, church clubs, foremen's clubs, and other organizations afford ready made opportunities for the industrial film sponsor.

In actual numbers what does the ready made audience represent? A distiller with a film booked for 3,595 showings—1,000 American Legion Posts and the remainder to other men's clubs—had attendance totalling over 400,000. General Electric Co. reports that its films are exhibited at over 63,000 shows annually, reaching between seven and eight million people each year.

5. The Rural Audience. One type of audience with virtually unexploited potential is the rural audience of 14 million farm families. Ralston Purina Company's "Hidden Harvest" was shown to 1,200,000 farmers and their families at some 6,000 shows in five years. The 4-H Clubs, Granges, Future Farmers of America, county and state fairs add up to millions of potential circulation for a film of interest to the farm family.

6. The School Audience. The known influence of American youth on the buying habits of their homes makes the school market especially interesting. Just before the war, the Motion Picture Division, Bureau of Foreign and Domestic Commerce in a survey found that at least 6,374 high schools and colleges owned 16mm sound motion picture projectors, 1,647 could borrow such equipment, and 1,119 were willing to rent it for worth while motion pictures. As new projection equipment is produced, it is expected that perhaps 80% of all schools of the country—or about 20,000 high schools alone with 9,000,000 students—will have equipment. This would give access to projection equipment to at least one half of the 27,000 chapters of the National Congress of Parents and Teachers. This adds at least another million members to the potential school audience.

“IT
GETS
IN
YOUR
BLOOD!”



Two decades ago, he came to New York,
set up an office, prospered. Today, he is a successful businessman.
Two decades ago, he started reading The New York Times.
“Once you become a Times reader,” he says, “it gets in your blood!
Nothing else will do.”

In two sentences, he sums up that rare loyalty characteristic of the men and
women who read The New York Times.

No casual reading habit, people trust The Times, rely on it, swear by it.

The effect of such confidence does not stop at the
thin column rule that separates news from advertising.
That's why advertisements in The New York Times create desires, bring
people into stores, help sell merchandise in large volume at low cost.

The New York Times

"ALL THE NEWS THAT'S FIT TO PRINT"

Delivers the Best 9 out of every 10 of Wisconsin's Dairy Farmers



Here's Saturation Circulation in the Nation's No. 1 Dairy Market

Small town distribution is the answer to volume sales in Wisconsin. 95% of the towns in Wisconsin have 2,500 or less population. Farm trade is the dominating factor in more than 1,750 Wisconsin towns representing 97% of the entire state. To sell Wisconsin—first sell Wisconsin farmers!

● Search as you will—North, South, East or West—nowhere else will you find an opportunity like this! Wisconsin as a state represents the biggest dairy income producing state in the nation. Wisconsin as a market can be delivered to you twice each month through the pages of a single, widely read farm paper—Wisconsin Agriculturist and Farmer. This great state farm paper delivers the entire state—not just part of it. It gives readership averaging higher than 90% county by county statewide. Here is an ideal combination for sales-building—a prosperous, progressive market—a medium that can't miss! Get busy boosting sales in high-income Wisconsin with Wisconsin Agriculturist and Farmer.

READ BY 9 OUT OF EVERY 10 WISCONSIN FARM FAMILIES

WIN RURAL WISCONSIN
ALL THE WAY

Use

**WISCONSIN
AGRICULTURIST & FARMER
RACINE, WISCONSIN**

All schools may not have sound motion picture projectors but many have slide projectors and silent motion picture projectors. This makes not only high school and college classes but elementary schools, too, a prospective channel for certain film messages.

With such a variety of audiences eager and waiting to use suitable and acceptable business films the next questions are: How do we reach them? What does this circulation cost? Here are some of the ways in which successful sponsors have attained circulation of their films and some of the costs involved:

1. By Sponsor's Own Efforts. This is the most universal method. It's the most abused. Practically all slide-films are circulated this way. Usually slide-film projectors are made available to each branch or sales office for use with film releases. Slide-film projectors cost from \$65 to \$250. Smaller projectors are suitable for audiences of 50, the larger size for 300 persons. Screens cost from \$10 to \$50; record carrying cases about \$5. Spare bulbs, lamps, extension cords—these accessories make up the remainder of the simple equipment needed for the showing of the slide-films.

Movie productions, too, are frequently shown through the sponsor's own efforts. Projectors cost from \$300 to \$600 each. Screen, lamps, and cords are additional items of expense. With both types of films, representatives of the sponsor schedule the show, operate the projector, and send in a report to the office. Some companies operate their own mobile projection equipment costing several thousands of dollars to reach rural and isolated audiences.

A sponsor alone, cannot, no matter how numerous his personnel, be certain of a successful series of showings without supplementary co-operation by dealers, distributors and franchise holders. In some cases dealers schedule and pay for showings. In others, dealers and manufacturer share expenses.

Many companies go beyond the mere use of their own equipment or that of their representatives and dealers, circularizing every prospective audience which owns projection equipment to advise them of available films. United States Steel Corp., and General Electric Co. conduct intensive programs of this sort, going to every type of potential audience with their mail messages. The Veneer Association, and Underwriters' Laboratories, Inc., are smaller organizations who do equally fine, though not as intensive.

Holland's

the Magazine of the SOUTH

ANNOUNCES

NEW

SIZE and CIRCULATION GUARANTEE

effective January, 1947

NEW MECHANICAL REQUIREMENTS

Trim size— $10\frac{3}{4}'' \times 14''$
Type Space— $9\frac{3}{8}'' \times 12\frac{1}{2}''$
Column— $2\frac{1}{4}''$ —double, $4\frac{5}{8}''$
Bleed (sides only)—
plate $11-1/16'' \times 12\frac{1}{2}''$, cen-
tered on $10\frac{3}{4}'' \times 12\frac{1}{2}''$
Bleed (all sides)—
plate $10-15/16'' \times 14-3/16''$,
centered on $10\frac{3}{4}'' \times 14''$ or to
 $\frac{1}{4}$ -inch trim top, bottom and
one side.

NEW RATE CHANGES

\$2.75 a line. No rate changes on full
pages in black and white, black and
one color, or three or four colors on
covers and inserts.

Be sure to see new rate card or Standard
Rate & Data for additional mechanical
requirements and rates.

ABC GUARANTEED AVERAGE ANNUAL
NET PAID CIRCULATION, 475,000

With the January, 1947, issue, HOLLAND'S, the Magazine of the South, reduces its page size from 756 lines or $13\frac{1}{2}''$ to 700 lines or $12\frac{1}{2}''$. Column widths remain the same.

475,000 ANNUAL AVERAGE NET PAID is Holland's new guaranteed (ABC) circulation high which becomes official at the same time—as do the rate changes which were announced September 1, 1946.

HOLLAND'S

The Magazine of the South

DALLAS, TEXAS

Branch Offices: 52 Vanderbilt Avenue, New York • 75 East Wacker Drive, Chicago • 1895 Monroe Drive, N.E., Atlanta. West Coast Representatives: Simpson-Reilly, Ltd., Russ Building, San Francisco, Calif. • Garfield Building, Los Angeles, Calif.

sive jobs of telling the world about their films.

To offer his films to clubs, a sponsor has the choice of several methods. His local representative or dealer may make his film available to the program chairman. He may offer his films to national headquarters of Kiwanis, Rotary and other clubs. Program departments of such organizations are set up to advise their local program secretaries.

To reach school audiences a sponsor may circularize directly all schools of the level or type he wishes to use. The sponsor can buy any reliable mailing list and address his announcement or mailing to the Audio-Visual Department. This adds a personal touch. Or, the item of lists, postage, and mailing may be minimized by making prints of any film, silent or sound, available to the visual library departments of various state universities and leading colleges. These circulate films not only among the schools of their states, but also among rural and club groups.

Distribution Is Wide

This coverage to schools through college libraries is limited if the number of prints made available is small. To overcome this, many sponsors supply each state library with one or two prints of an acceptable film, and then solicit requests for showings from exactly the same schools and potential audiences which these libraries reach. Inclusion in the library list gives tacit endorsement — direct solicitation gives greater usage.

Supplementing state university film libraries, such larger cities as Chicago, New York and Los Angeles have their own film libraries, always eager to have prints of well conceived business films, not too full of selling.

In addition to catalogs published by these libraries, *Educational Screen* reaches all schools with visual education programs. Its staff reviews business films it considers acceptable for school programs, and at regular intervals it furnishes a catalog of available films to its subscribers, listing films it has approved.

Films free from trade-marks, trademarks, or anything which might be construed as advertising, and concerned with mining, natural resources, related manufacturing, safety and prevention of accidents are distributed without charge to the sponsor by the Bureau of Mines. The sponsor's name appears prominently only at the beginning and end of all pictures accepted. His name is listed in the catalog of films and in all publicity. The 10,000 reels of film in the Bureau of

Mines Library are shown at some 100,000 shows each year to a total of 10 million persons.

The Bureau of Mines makes no rental charge, but the borrower pays shipping charges both ways. Distribution is through the Motion Picture Section, Bureau of Mines, Department of Interior, Washington, D. C. Other Government channels of distribution for free circulation of films are the Department of Agriculture and the Department of Commerce.

2. Professional Distributing Services.

Turning over circulation of films to an established distribution or projection service eliminates the details of bookings, checking, film repair, shipping, and reports—all problems which are faced by a sponsor handling details of his own circulation. Organizations which circulate films nationally are Modern Talking Picture Service, The Jam Handy Organization, Castle Distributors Corp., and the Y.M.C.A. Motion Picture Bureau.

All but Y.M.C.A. will book shows to groups requested by the sponsor, furnish projection equipment and operators, handle mechanics of showing, distribute advertising literature, count attendance, and make reports. All four groups will also circulate films to organizations, schools and groups having their own projection equipment. Each of these services has access to some 25,000 to 30,000 ready made audiences. Where complete handling of booking, projection and reports is desired by the sponsor the price is based on the number of shows contracted for nationally, but normally it should be between \$15 to \$30.

Where only circulation to acceptable lists is desired, costs may be from \$1.50 to \$3 for individual bookings, by all except the Y.M.C.A. which charges \$75 a year per print for a one-reel subject, guaranteeing a circulation of 125,000 persons within a year for each 10 prints in use. The Y.M.C.A. claims coverage at a cost of 3/5 cent or less per person to se-

lected and guaranteed audiences.

In each trading area, the classified section of the telephone book will list capable independent projectionists. Their rates frequently are lower than those of national organizations. Local dealers or distributors setting up their own meetings may find this saving worth while. But where national programs are being set up it is wise to have the assurance gained by hiring one of the proved, nationally known projection services. They know all the tricks of putting on a good show.

3. Other Elements of Costs.

In addition to cost of projectors or payment for projection or distribution services, necessary express, postage and incidental expenses, other basic expenses should be considered in planning the budgets for the circulation of films.

The budget for promoting films is a flexible one, determined by the exact value you put on your film. Announcements, printed posters, souvenir booklets, and other materials can effectively help your audience to learn of your showing and to retain the story you have spent so many thousands of dollars in telling.

Duplicate prints are also an important item of expense. Duplicates of black and white sound slide-films run from 5 to \$10 depending on the exact size of the record and length of the film. If the film is in color the duplicating costs can be 10 to 15 times that for black and white.

Duplicate 35mm prints of sound motion pictures are somewhere around \$75 per reel and from \$20 to \$30 for 16mm reduction prints, depending on the quality. Your potential audience will determine the number of prints you will require.

Finally, you will want to keep track of the circulation of your film. This will mean setting up a system which may require just a few minutes daily or may be a full time job for someone if your program is comparatively elaborate.

All of these factors of cost from actual production of a film through printing of duplicate copies, circulation, projection, and record keeping, affect the cost per capita to reach an audience. One advertising man says his cost is 2c per person seeing a film. Another says 11c. Another whose slide-films reach only 2,500 at a cost of \$5,000 for production alone says \$2 per head. This simply means that the number of persons you will reach, the purpose of your film, and the extent and degree to which you attain circulation will determine the per capita cost of your film.

SALES MANAGEMENT



Over a long span of years the Chicago Daily News has been nationally noted as a productive advertising medium. A persistently productive advertising medium. The reason for such persistence of productiveness was revealed in a recent independent survey.* This survey found the Daily News families to be distributed into the following income groups:—

**Over \$7,499, 10.8% . . . \$5,000-\$7,499, 13.9% . . . \$3,000-\$4,999,
39.6% . . . \$2,000-\$2,999, 23.3% . . . Below \$2,000, 12.4%.**

What these figures show is AMPLITUDE of purchasing power. And CONCENTRATION of purchasing power which can be reached through the medium of a single newspaper. It is a HOME newspaper with selected mass circulation.

Only by using the Chicago Daily News can any advertiser expect to obtain MAXIMUM sales in the Chicago market.

*Conducted exclusively among regular readers of the Chicago Daily News, representing a valid cross-section, house-to-house sampling.

CHICAGO DAILY NEWS

For 70 Years Chicago's HOME Newspaper

JOHN S. KNIGHT, Publisher

LOS ANGELES OFFICE: 606 South Hill Street
NEW YORK OFFICE: 9 Rockefeller Plaza

DAILY NEWS PLAZA: 400 West Madison Street, CHICAGO

DETROIT OFFICE: 407 Free Press Building
SAN FRANCISCO OFFICE: Hobart Building

A Current List of Selected Information Sources for Businessmen

Selected by PETER B. B. ANDREWS

Former Industrial Economic Advisor, War Production Board

If you engage in trend-watching, in long-range forecasting, in economic studies of market trends, or in any related activity in which up-to-date statistics are red meat and wine, this reference list might prove to be a useful servant.*

There probably is more time wasted in trying to find information and being unable to put one's finger on it than any other single American activity. How many hundreds of times have we all had that feeling of surrender when our efforts to find something were not quickly productive.

From material which has reached his former Government staff regularly, as well as from observations which the writer has made in private industry and Government circles, of current statistical data available to anyone with or without charge, and which is released at fairly frequent intervals, the following list of information sources has been selected and edited.

Some of the items are available only annually, but the list is made up largely of information available on a monthly or quarterly basis. Then, too, some of the items are of a general nature, such as the data on capital flotations; others of a more specific nature, such as the Federal Reserve index figures on department store sales, stocks and collections, or the weekly figures available on automobile or steel production.

In all instances, the nature and source of the data—whether in dollars, units or indexes—are indicated, and where according to the latest information there is no charge, nothing is carried on the item about charges. Question also arose as to the format of the compendium—whether to list under a small number of general headings and then sub-list under these headings—or whether to take the good old convenient dictionary way of listing everything alphabetically. The good old way won.

While we obviously could not run the entire alphabetical range of items from abaca to zirconium, the coverage nevertheless does embrace all easily accessible series of live, practical data.

Unfortunately, space prevents the inclusion of all annuals issued in private industry and the Government; likewise, this applies to the thousands of valuable single-shot textbooks. Since the object is to compile largely a current series, all the quinquennial and decennial data of the Government also have been left out.

ACCIDENTS

Number of industrial injuries estimated monthly—Department of Labor, Washington 25, D. C.

AGRICULTURE

Monthly: Prices; Crop and Livestock Estimates in Indexes; Income in Dollars. *Quarterly*: Crop, Livestock and Market Estimates. *Annual*: Agricultural Statistics; Agricultural Finance Review; Crop and Livestock Reports; Farm Population Estimates; Farmers' Intentions to Plant; Outlook Reports; Farm Real Estate Situation; Soil Conservation; Rural Electrification; Farm Credit Administration—Department of Agriculture, Washington 25, D. C.

Agricultural wages per hour, reported monthly—Department of Labor, Washington 25, D. C.

AIRCRAFT

Civil Aeronautics Journal, passenger and express air carrier statistics monthly; *Airline Traffic Survey*, semi-annually; *Air Carrier Operations Statistics* Annually—Civil Aeronautics Board, Washington 25, D. C.

Aircraft Publications, *Aerosphere*, an over-all summary of aircraft picture—annual—private—charge, 370 Lexington Avenue, New York, N. Y.

Semi-monthly, also annual, with statistics on aircraft engines and related subjects—Chilton Co., Philadelphia, Pa.

Aviation News Yearbook, Philip Andrews Publishing Co., 545 Fifth Avenue, New York, N. Y. Charge for all private sources.

* This list will appear in two parts. Look for Part II in the October 15 issue.

ALCOHOL AND ALCOHOLIC BEVERAGES

Monthly production, consumption and stocks in gallons, and fermented liquor in barrels—Bureau of Internal Revenue, Treasury Department, Washington 25, D. C.

ASPHALT

Prepared roofing shipments in thousands of squares, monthly—Department of the Interior, Washington 25, D. C.

AUTOMOBILES

Weekly production figures in units, *Ward's Automotive Reports*—155 West Congress Street, Detroit.

Monthly index figures on production, shipments and inventories and quarterly figures on profits and dividends—Federal Reserve Board, Washington 25, D. C.

Private sources (charge): Chilton Co., Philadelphia, Pa., annual statistical issue.

Motor Magazine Annual, comprehensive coverage of motor industry—572 Madison Avenue, New York, N. Y.

Automotive News Almanac, 51 East 42nd Street, New York, N. Y.

Trade Association data annuals: Automobile Manufacturers Association, Detroit, *Auto Facts & Figures*. National Association of Motor Bus Operations, Washington, D. C., *Bus Facts Annual*.

BANKING

Weekly bulletin on national banks; monthly statement on capital stock of national banks, national bank notes and Federal Reserve Bank notes—U. S. Comptroller of the Currency, Treasury Department, Washington 25, D. C.

Bank condition, deposits, investments and loans, postal savings, in dollars monthly; money and interest rates in percent, bank debits for 141 centers in dollars—Federal Reserve Board, Washington 25, D. C.

American Bankers Association annuals, 200 Madison Avenue, New York, N. Y. *Condition & Operation of State Banks*; *Savings Deposits and Depositors*.

BANK LETTERS

Periodic bulletins issued by leading commercial banks and trust companies are excellent sources of current data. They are obtainable free on request.

Some leading letters: *Bank of America, San Francisco, Business Review*; *Central National Bank of Cleveland, Outline of Business*; *Cleveland Trust Co. Bulletin*; *Commerce Trust Co., Kansas City, Mo., Mid-Month Digest of Trade Conditions in the Southwest*; *Continental Bank &*



are you packaging an *Heirloom?*

THE watch, clock, jewelry and silverware industries are shipping today heirlooms of tomorrow. These industries were the first to recognize the sales value of set-up boxes. Today 150 million such containers package these important luxury products. A recent questionnaire of the entire industry showed that the overwhelming preference for set-up boxes was determined by "high protective qualities plus great variety of design and beauty". In an era in which palladium is

competing favorably with platinum, sales preferences go to set-up boxes.

If it's product protection, display appeal, re-use value or simple "take-home" economy you require, a set-up box will give you these added advantages without additional expense.

Write to the National Paper Box Manufacturers Association for survey no. 80, "Jewelry and Silverware", compiled by the Postwar Planning Committee.



NATIONAL PAPER BOX MANUFACTURERS
Association

AND COOPERATING SUPPLIERS

Liberty Trust Building • Philadelphia 7, Penn.

FOR INFORMATION OR SERVICE
OCTOBER 1, 1946

• CONSULT YOUR NEAREST SET-UP BOX MANUFACTURER

Trust Company of New York, Trends; First National Bank of Boston, New England Letter; Guaranty Trust Company of New York, Guaranty Survey; Maryland Trust Co., Baltimore, Trade Trends; National City Bank of New York, Economic Conditions and Finance; New York Trust Co., The Index; Northern Trust Co., Chicago, Business Comment; Security-First National Bank of Los Angeles, Monthly Summary of Business Conditions in Southern California.

BOILERS

New orders, production and shipments in units monthly—Department of Commerce, Washington 25, D. C.

BOOKS

Number of new books and editions monthly, private, charge—Publishers Weekly, 62 West 45th Street, New York, N. Y.

BUILDING

Construction activity in dollars, monthly, over-all and separately for residential, farm, public utility, military and highway—Department of Commerce, Washington 25, D. C.

Indexes of building construction, based on building permits, monthly; wholesale prices, including brick, cement, lumber and paint, monthly indexes—Department of Labor, Washington 25, D. C.

Monthly index on cost of materials, cost of labor in building a standard 6-room frame house—Federal Home Loan Bank Administration, Washington 25, D. C.

Value of contracts awarded, in dollars monthly—F. W. Dodge Corp., 119 West 40th Street, New York, N. Y.

Industrial building cost, quarterly index, Aberthaw Co., 80 Federal St., Boston.

Monthly building cost index, American Appraisal Co., 525 E. Michigan St., Milwaukee.

Construction cost breakdown by apartments, commercial, factory and residence, monthly index, E. H. Boeckh & Associates, American Building, Cincinnati.

Building cost, all types, Engineering News Record, monthly index, 330 West 42nd Street, New York, N. Y.

BUTTER

Wholesale prices, production in lbs. and inventories in lbs.—Department of Commerce, Washington 25, D. C.

CANADA

Railway traffic carried in units monthly; indexes of construction, electric power, manufacturing, forestry, mining, industrial production and distribution; farm marketings, grain and livestock, cost of living and wholesale prices, monthly indexes—Department of Commerce, Washington 25, D. C.

CANDY

Sales by manufacturers, monthly in dollars, Department of Commerce, Washington 25, D. C.

CAPITAL FLOTATIONS

By types of securities, new capital and refunding, monthly, in dollars, private, charge—Commercial & Financial Chronicle, 25 Park Place, New York, N. Y.

Proposed uses of new capital in dollars, monthly—Securities & Exchange Commission, Philadelphia.

State and municipal issues, in dollars, monthly, private, charge—Bond Buyer, 67 Pearl St., New York, N. Y.

CARLOADINGS

Monthly, by type of product, in dollars—Association of American Railroads, Washington, D. C.

Monthly by type of product, indexes—Federal Reserve Board, Washington 25, D. C.

CATTLE AND CALVES

Slaughter, receipts, shipments in units, and prices—Department of Agriculture, Washington 25, D. C.

CEMENT

Production, shipments and stocks, monthly in lbs.—Department of Commerce, Washington 25, D. C.

Wholesale production, monthly index—Federal Reserve Board, Washington 25, D. C.

Wholesale prices, monthly index—Department of Labor, Washington 25, D. C.

CEREAL AND BAKERY PRODUCTS

Wholesale prices, monthly index—Department of Labor, Washington 25, D. C.

CHAIN STORE SALES

Estimated monthly in dollars for automotive parts and accessories, building materials, furniture and housefurnishings, men's wear, women's wear, shoes, drugs, eating and drinking, grocery and combination, department, dry goods and general merchandise, mail order and variety stores—all retail sales—Department of Commerce, Washington 25, D. C.

CHEESE

Imports, production and stocks in lbs., prices per lb.—Department of Commerce, Washington 25, D. C.

CHEMICALS

Production indexes, monthly; manufacturers' orders, shipments and inventories monthly, profits quarterly index—Federal Reserve Board, Washington 25, D. C.

Production and stocks, in units monthly, of every major type of chemical—Department of Commerce, Washington 25, D. C.

Employment, payrolls and average earnings indexes—Department of Labor, Washington 25, D. C.

Manufacturing Chemists Association, Chemical Facts & Figures, Annual, Washington, D. C.

CIGARETTES & CIGARS

Consumption (tax paid withdrawals) in units, wholesale prices in dollars—Bureau of Internal Revenue, Treasury Department, Washington 25, D. C.

CLOTHING

Clothing store sales in dollars monthly, men's, women's and family—Department of Commerce, Washington 25, D. C.

Consumers Price Index, Employment, Payrolls, Average Earnings Indexes, Retail & Wholesale Prices—Department of Labor, Washington 25, D. C.

Monthly index on cost of clothes—National Industrial Conference Board, 247 Park Avenue, New York, N. Y.

Failures in clothing industry, monthly, Dun & Bradstreet, 290 Broadway, New York, N. Y.

COAL

Weekly coal report, monthly coal shipments, monthly estimates of coal and coke production—Department of Interior, Washington 25, D. C.

Monthly production indexes, anthracite and bituminous—Federal Reserve Board, Washington 25, D. C.

Employment, payrolls and average earnings indexes and price index, anthracite and bituminous—Department of Labor, Washington 25, D. C.

Saward's Annual, 15 Park Row, New York, N. Y. Private, charge.

COFFEE

Clearances from Brazil, visible supply in United States, in thousands of bags, wholesale prices, monthly—Department of





ALMOST \$20,000.00
WORTH OF TRICYCLES AT \$19.95
From \$140 worth of advertising!

In a neighborhood store, far from downtown, McConnell Service sold 461 tricycles from a \$70 ad—281 right at the store, the rest by mail. A duplicate ad even out-sold the first!

OUT SELLS

because it

EXCELS

ALMOST 10,000,000
LINES OF NEWS PUBLISHED DAILY

Greatest volume in the city!

Exactly 9,962,442 lines of news appeared in the *Sun-Telegraph* last year—more than in any other Pittsburgh daily paper, according to Media Records, Inc., Quantitative Analysis.



*Your customers
and Ours*

read the

Sun-Telegraph

THE PAYOFF IN PITTSBURGH

REPRESENTED NATIONALLY BY
HEARST ADVERTISING SERVICE

Offices in Principal Cities



Commerce, Washington 25, D. C.
New York Coffee Exchange, 115 Pearl Street, New York, N. Y. Periodic statistical releases.

COMMODITIES

Commodity year book annual, economic and statistical data on commodities—Commodity Research Bureau, 82 Beaver Street, New York, N. Y. Private charge.

CONSUMER CREDIT

Sales debt, in dollars monthly for automobile dealers, department, mail order, furniture, household appliance, jewelry and other stores—Federal Reserve Board, Washington 25, D. C.

CONSUMER EXPENDITURES

For goods and services, in millions of dollars, quarterly—Department of Labor, Washington 25, D. C.

COST OF LIVING

Over-all index and individual indexes for clothing, electricity, food, gas, ice, housefurnishings, rent, and miscellaneous, monthly—Department of Labor, Washington 25, D. C.

COTTON

Semi-monthly: Cotton ginnings to specified dates, by states, also by counties; monthly: cotton consumption, stocks at mills and in public storage; cotton and linters consumed and held by states, number and activity of spindles. Annual supply and distribution of domestic and foreign cotton in the United States; ginnings, production and distribution; mill run, first cut and second cut linters—New York Cotton Exchange, 60 Beaver Street, New York, N. Y. Annual statistical year book.

CROPS

Total farm marketings index monthly—Federal Reserve Board, Washington 25, D. C.

CURRENCY IN CIRCULATION

In millions of dollars monthly—Federal Reserve Board, Washington 25, D. C.

DAIRY PRODUCTS

Indexes of cash income from marketing, manufacturers' food products index monthly—Federal Reserve Board, Washington 25, D. C.

Prices, monthly—Department of Agriculture, Washington 25, D. C.

DEPARTMENT STORE SALES

Stocks, collections, monthly indexes by principal cities—Federal Reserve Board, Washington 25, D. C.

DIVIDENDS AND INTEREST

Monthly payments in millions of dollars—Federal Reserve Board, Washington 25, D. C.

DRUGS

Drug store sales, in millions of dollars

WHAT THE WORDS IN THE FINE PRINT MEAN



"A Dictionary of Insurance Terms" takes the confusion out of terms used in fire, property and liability insurance policies by defining more than 225 words and by citing specific examples. It's being offered to the public via full-page advertising in national magazines by the Employers Mutual Liability Insurance Company of Wisconsin, Wausau, Wis.

monthly—Department of Commerce, Washington 25, D. C.

American Druggist Blue Book, comprehensive coverage of drug industry, 572 Madison Avenue, New York, N. Y.

EARNINGS

Workers' earnings weekly and hourly for these industries: iron & steel, machinery, machine tools, autos, aircraft, shipbuilding, metals and products, textile mill products, apparel, leather products, food, tobacco, paper, printing and publishing, chemicals, coal, petroleum products and rubber products—Department of Labor, Washington 25, D. C.

EGGS & CHICKENS

Poultry receipts and stocks in lbs., eggs cold storage and dried in units, price index, farm income from, monthly—Department of Agriculture, Washington 25, D. C.

ELECTRICAL EQUIPMENT

Manufacturers' orders, shipments and inventories monthly, indexes—Federal Reserve Board, Washington 25, D. C.

Orders, sales and shipments in dollars—Department of Commerce, Washington 25, D. C.

Electrical Merchandising Annual—McGraw-Hill Publishing Co., 330 West 42nd Street, New York, N. Y.

ELECTRIC POWER

Production, sales and revenues monthly—Edison Electric Institute, 420 Lexington Avenue, New York, N. Y.

EMPLOYMENT

Monthly indexes for all major industries, over-all and individually—Department of Labor, Washington 25, D. C.

Estimated Labor Force, monthly totals—Bureau of the Census, Washington 25, D. C.

EMIGRANTS AND IMMIGRANTS

Number of, monthly—Department of Labor, Washington 25, D. C.

FAILURES

Industrial and commercial, by number and in dollars, monthly—Dun & Bradstreet, 290 Broadway, New York, N. Y.

FARM WAGES

In dollars per month, quarterly release—Department of Agriculture, Washington 25, D. C.

FERTILIZER

Consumption, exports and imports in tons; wholesale prices per 100 lbs.—Department of Commerce, Washington 25, D. C.

FIRE LOSSES

In thousand of dollars monthly—National Board of Fire Underwriters, 85 John Street, New York, N. Y.

FORECLOSURES

Real estate, monthly—Federal Home Loan Bank Administration, Washington 25, D. C.

FORESTS & LUMBER

All types lumber production, shipments, stocks, monthly in units—National Lumber Manufacturers Association, Washington, D. C.

Maple flooring, orders, production, shipments, stocks, monthly in units—Maple Flooring Manufacturers Association, 332 South Michigan Avenue, Chicago.

Oak flooring orders, production, shipments and stocks monthly in units—Oak Flooring Manufacturers Association, 830 Dermon Building, Memphis, Tenn.

Softwood and plywood orders, production, shipments and stocks, monthly, in units, reported to National Lumber Manufacturers Association, Washington, D. C.

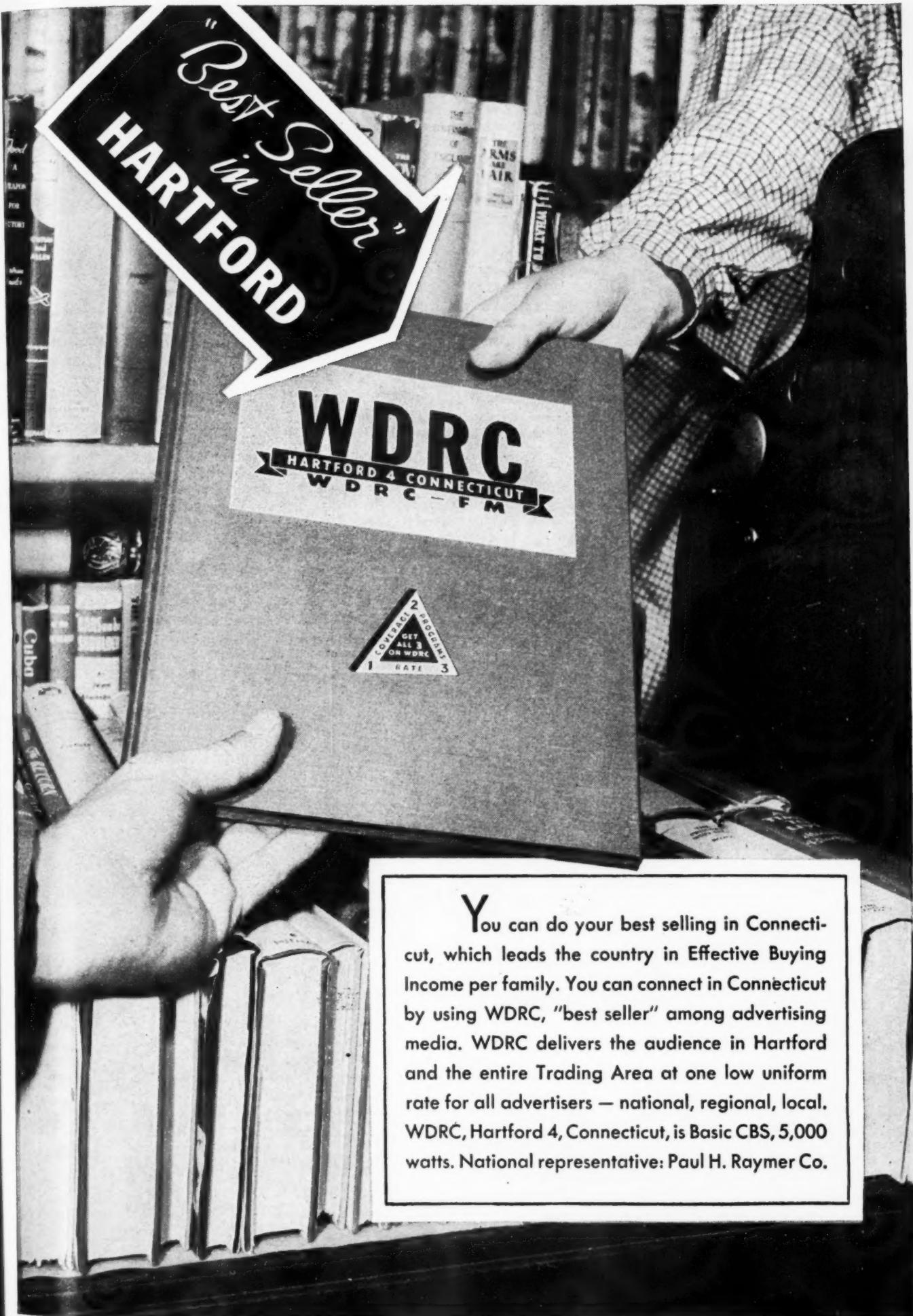
Annuals: lumber, lath & shingles; lumber cut of large mills; pulpwood & wood-pulp—Department of Commerce, Washington 25, D. C.

Annual comprehensive report, U. S. Forest Service—Department of Agriculture, Washington 25, D. C.

FRUITS & VEGETABLES

Apple shipments, stocks, citrus fruit shipments, frozen fruit and vegetable stocks, potato prices and unit shipments, monthly—Department of Commerce, Washington 25, D. C.

(Part II of this list of information sources will appear in the October 15 issue.)



You can do your best selling in Connecticut, which leads the country in Effective Buying Income per family. You can connect in Connecticut by using WDRC, "best seller" among advertising media. WDRC delivers the audience in Hartford and the entire Trading Area at one low uniform rate for all advertisers — national, regional, local. WDRC, Hartford 4, Connecticut, is Basic CBS, 5,000 watts. National representative: Paul H. Raymer Co.

SM'S Statement of Ownership

STATEMENT OF THE OWNERSHIP,
MANAGEMENT, CIRCULATION,
ETC., REQUIRED BY THE ACTS
OF CONGRESS OF AUGUST 24,
1912, AND MARCH 3, 1933

Of SALES MANAGEMENT, published semi-monthly on the 1st and 15th, except in May and November when it is published on the 1st, 10th and 20th, at East Stroudsburg, Pennsylvania, for October 1st, 1946.
COUNTY OF NEW YORK }
STATE OF NEW YORK } ss.

Before me, a Notary Public in and for the State and County aforesaid, personally appeared Philip Salisbury, who, having been duly sworn according to law, deposes and says that he is the Business Manager of SALES MANAGEMENT and that the following is, to the best of his knowledge and belief, a true statement of the ownership, management (and if a daily paper, the circulation), etc., of the aforesaid publication for the date shown in the

above caption, required by the Act of August 24, 1912, as amended by the Act of March 3, 1933, embodied in section 537, Postal Laws and Regulations, printed on the reverse of this form, to wit:

1. That the names and addresses of the publisher, editor, managing editor, and business manager are:

Publisher SALES MANAGEMENT, INC., 386
Fourth Avenue, New York, (16) N. Y.

Editor Raymond Bill, 386 Fourth Avenue,
New York, (16) N. Y.

Managing Editor A. R. Hahn, 386 Fourth
Avenue, New York, (16) N. Y.

Business Manager Philip Salisbury, 386
Fourth Avenue, New York, (16) N. Y.

2. That the owner is: (If owned by a corporation, its name and address must be stated and also immediately thereunder the names and addresses of stockholders owning or holding one per cent or more of total amount of stock. If not owned by a corporation, the names and addresses of the individual owners must be given. If owned by a firm, company, or other unincorporated concern, its name and ad-

dress, as well as those of each individual member, must be given.)

Sales Management Inc., Caroline L. Bill,
Raymond Bill, Edward Lyman Bill,
Randolph Brown, all at 386 Fourth
Avenue, New York, (16) N. Y.

3. That the known bondholders, mortgagees, and other security holders owing or holding 1 per cent or more of the total amount of bonds, mortgages or other securities are: (If there are none, so state.) None.

4. That the two paragraphs next above, giving the names of the owners, stockholders, and security holders, if any, contain not only the list of stockholders and security holders as they appear upon the books of the company but also, in cases where the stockholder or security holder appears upon the books of the company as trustee or in any other fiduciary relation, the name of the person or corporation for whom such trustee is acting, is given; also that the said two paragraphs contain statements embracing affiant's full knowledge and belief as to the circumstances and conditions under which stockholders and security holders who do not appear upon the books of the company as trustees, hold stock and securities in a capacity other than that of a bona fide owner; and this affiant has no reason to believe that any other person, association, or corporation has any interest direct or indirect in the said stock, bonds, or other securities than as so stated by him.

5. That the average number of copies of each issue of this publication sold or distributed, through the mails or otherwise, to paid subscribers during the twelve months preceding that date shown above is (This information is required from daily publications only.)

PHILIP SALISBURY,
Business Manager.

Sworn to and subscribed before me this
20th day of Sept. 1946.
[SEAL] HELEN M. VERLIN
Notary Public, New York Co. No. 46.
Commission expires March 30, 1948.

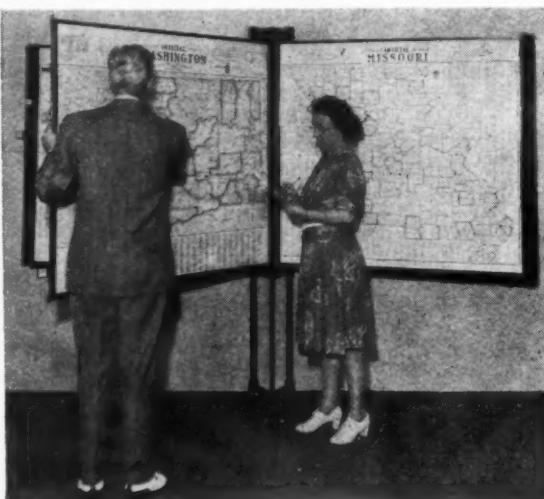
SELL BY MAIL

Let this successful mail order advertising agency show you how to sell your merchandise, books, courses, services, etc.
ARTWIL COMPANY, Advertising
24-B West 48th St. • New York 19, N. Y.
Medallion 3-0813

Cram's MULTI-UNIT MAP SYSTEM

The "Loose-Leaf"
Idea Applied to
Maps

Large Scale Washable
Maps of All 48 States
in the Wall Space of
a Single Map.



A "Finger Tip" Picture of Your Territory



Sales and Advertising Managers of many of the country's largest firms use the Multi-Unit Map System to give them a quick over-all picture of conditions in the field whenever necessary. These large scale maps are made to use—not just to be looked at. You can mark on them with colored crayons, or use colored map tacks to show various kinds of information and data. Territories can be outlined, itineraries laid out, location of dealers, branch offices, etc., spotted. The marking can be changed as often as necessary by merely wiping it off with a damp cloth.

The wings measure 50" x 48", and can be lifted from the fixture if desired. When not in use, they fold back against the wall—out of the way. You can start with any size system needed—even if it is only one map—and add to your equipment as needed. Write for circular, prices and complete information.

The George F. Cram Company, Inc., Dept. S.M. 730 E. Washington St., Indianapolis 7, Ind.



Kyle Palmer



. . . Kyle Palmer of the Los Angeles Times

If Caricaturist Cugat sees Kyle Palmer
as a Roman Senator in a mad-plaid toga,

it's because Political Editor Palmer has
mingled long with Caesars of the body politic,
reporting their doings

with insight and candor for readers

of the Los Angeles Times. Mr. Palmer's viewings of the political scene
are part of the factual, comprehensive news coverage and diversity of top-
flight features which make the Times leading home-delivered
daily in the West—and "everybody's newspaper"
in Southern California.

LOS ANGELES *Times*

Represented by Williams, Lawrence & Cresmer
OCTOBER 1, 1946

• New York, Chicago, Detroit and San Francisco

HIGH SPOT CITIES

Retail Sales and Services Forecast for October, 1946

Retail sales are now running at double the levels of 1929 and 1939! A few shoppers may look at price tags and turn away, but the majority take a quick look and say "wrap it up."

The total of retail sales and services in October is likely to approach the TEN BILLION DOLLAR mark, according to the SM forecast, for a gain of 115% over the same 1939 month.

The South, South West and Far West cities continue to lead in gains, with the first 15 in "city index" as follows: San Diego, 390.0; Portsmouth, Va., 373.3; Miami, Fla., 361.1; San Jose, Calif., 358.2; Tucson, Ariz., 351.4; Oakland, Calif., 349.1; Fresno, Calif., 338.2; Topeka, Kan., 336.1; Wichita, Kan., 325.0; Long Beach, Calif., 321.6; San Bernardino, Calif., 310.4; Albuquerque, N. M., 308.1; Phoenix, Ariz., 306.5; Knoxville, Tenn., 303.2; Pasadena, Calif., 300.5.



Sales Management's Research and Statistical Department has maintained for several years a running chart of the business progress of approximately 200 of the leading market centers of the country. Some important cities are omitted because month-to-month data on their bank

debits are not available. These bank debits reflect 95% of all commercial activities, are the most reliable indicators of economic trends, and are used as a basic factor in SM's estimating.

The estimates cover the expected dollar figure for all retail activity, which includes not only retail store sales as defined by the Bureau of the Census, but also receipts from business service establishments, amusements and hotels. These last three items are forms of retail expenditure which belong in the grand total, since they are just as much examples of retail expenditures as the purchase of coffee in a food store or apparel in a clothing store.

Two index figures are given, the first called, "City Index." This shows the ratio between the sales volume for this year's month and the comparable 1939 month. A figure of 175.0, for example, means that total retail sales and services in the city for the month indicated will show a probable increase of 75% over the similar 1939 month. . . . The second column, "City-National Index," relates that city to the total probable national change for the same period. A city may have a sizable gain over its own past, but the rate of gain may

be less than that of the Nation. All figures in the second column above 100, indicate cities where the change is more favorable than that for the U.S.A. The City-National figure is derived by dividing the index figure of the city by that of the Nation. The third column, "\$ Millions" gives the total amount of retail sales and services estimate for the same month as is used in the index columns. Like all estimates of what will happen in the future, both the index and the dollar figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Of greater importance than the precise index of dollar figures is the general ranking of the city, either as to percentage gain or total size of market as compared with other cities.

In studying these tables three primary points should be kept in mind.

1. How does the city stand in relation to its 1939 month? If the "City Index" is above 100, it is doing more business than in 1939. This is currently true of all 200 cities.

2. How does the city stand in relation to the Nation? If the "City National Index" is above 100, it means that the city's retail activity is more favorable than that of the Nation as a whole.

3. How big a market is it? The dollar volume reflects quantity of expenditures for sales and services. In the tables readers will find many medium-size cities with big percentage gains but small dollar expenditures, many big cities with small percentage gains but big dollar expenditures.

(These exclusive estimates of retail sales and services are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from Sales Management, Inc.)

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1939 which equals or exceeds the national change.

RETAIL SALES AND SERVICES
(SM Forecast for October, 1946)

City	City Index	Nat'l Index	\$ Millions
------	------------	-------------	-------------

UNITED STATES

215.0 100.0 \$9350.00

Alabama

★ Birmingham 250.0 116.3 28.50
(Continued on page 150)

SALES MANAGEMENT



Uncle Tom's Cabin and Harriet Beecher Stowe . . . mutually synonymous . . . a classic team —like Hempstead Town and the Nassau Daily Review-Star.

A best-selling market (fourth in New York State). Hempstead Town did more than "just grow", Topsy-fashion. The Nassau Daily Review-Star, pioneer daily in Long Island proper, has been a prime factor in the market's development . . . a relentless voice during the past twenty-five years translating the vision of the Hempstead Town-to-

be into calls for concerted action by retailers, consumers, public officials.

Plot your advertising story in the Hempstead Town-Review-Star setting . . . New York State's leading High-Spot City and the only newspaper dedicated primarily to the advancement of this market . . . 90% of its circulation concentrated within the Hempstead Town boundaries.

Hempstead Town top N. Y. State High-Spot City, spent more money for food in 1945 than Pasadena, Jacksonville and Des Moines combined. (Sales Management 1946 Survey of Buying Power.) During first quarter of 1946 the Nassau Daily Review-Star, the food selling medium in Hempstead Town, carried 115% more retail grocery lineage than any New York City newspaper, and 89% more than any newspaper read in this market.

NASSAU DAILY REVIEW-STAR

Published daily except Sunday, 5c a copy • HEMPSTEAD TOWN, L. I., N. Y. • Executive Offices: Rockville Centre, N. Y. • National Representatives: Lorenzen & Thompson, Inc. New York, Chicago, St. Louis, San Francisco, Los Angeles, Detroit, Cincinnati, Kansas City, Atlanta.



Chester Times

British Arm For Jewish Attack
Morris To Die Week Of Oct. 28

No Other Newspaper

gives Delaware County what it wants most
★ **LOCAL NEWS!**

Chester Times
Chester, Pa.

ALFRED G. HILL, PUBLISHER
C. L. EANES, GENERAL MANAGER
DON MCKAY, LOCAL ADVERTISING MANAGER
Nationally Represented by STORY, BROOKS & FINLEY

MIRACLES?

We don't guarantee them. However, despite a housing shortage that's a pip (a Call executive has been looking for a cottage for ten months), \$12.60 worth of Call advertising found 27 rooms through a "rooms for veterans" ad run by a college of accounting. Each room meant one more student, and his tuition.

More than 22,000 families in this plus area in busy industrial New England read The Woonsocket Call, believe in it, and buy products therein advertised.

THE WOONSOCKET CALL
AND EVENING REPORTER

Representatives:

Gilman, Nicoll & Ruhman

HIGH SPOT CITIES

(Continued from page 148)

RETAIL SALES AND SERVICES (SM Forecast for October, 1946)

	City	City	Nat'l	\$
	Index	Index	Index	Millions

Alabama (Cont.)

★ Mobile	234.1	108.9	10.65
★ Montgomery	222.2	103.3	7.33

Arizona

★ Tucson	351.4	163.4	8.25
★ Phoenix	306.5	142.6	14.05

Arkansas

★ Fort Smith	259.3	120.6	6.08
Little Rock	212.1	98.7	13.97

California

★ San Diego	390.0	181.4	34.50
★ San Jose	358.2	166.6	13.70
★ Oakland	349.1	162.4	54.00
★ Fresno	338.2	157.3	13.50
★ Long Beach	321.6	149.6	29.72
★ San Bernardino	310.4	144.4	7.67
★ Pasadena	300.5	139.8	12.53
★ Berkeley	293.0	136.3	9.50
★ Los Angeles	287.8	133.9	186.00
★ Stockton	270.7	125.9	6.92
★ Santa Barbara	232.6	108.2	6.73
★ San Francisco	222.5	103.5	74.00
★ Sacramento	217.3	101.1	14.35

Colorado

★ Denver	226.2	105.2	39.50
Colorado Springs	210.0	97.7	5.25
Pueblo	200.4	93.2	4.44

Connecticut

Stamford	200.4	93.2	8.00
New Haven	190.8	88.7	19.50
Hartford	186.5	86.7	27.25
Bridgeport	181.3	84.3	19.00
Waterbury	172.7	80.3	9.56

Delaware

Wilmington	188.0	87.4	10.50
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District of Columbia

Washington	211.9	98.6	100.75
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Florida

★ Miami	361.1	168.0	35.00
★ Tampa	297.2	138.2	13.00
★ Jacksonville	246.0	114.4	15.83

Georgia

★ Columbus	283.0	131.6	5.65
★ Macon	275.4	128.1	6.02
★ Atlanta	272.7	126.8	43.50
★ Savannah	254.2	118.2	9.00
★ Albany	245.8	114.3	2.12
★ Augusta	225.3	104.8	6.08

Hawaii

★ Honolulu	288.0	134.0	40.50
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Idaho

★ Boise	265.1	123.3	6.20
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RETAIL SALES AND SERVICES (SM Forecast for October, 1946)

	City	Nat'l	\$
	Index	Index	Millions

Illinois

★ Rockford	272.7	126.8	9.60
★ Peoria	219.3	102.0	12.68
Chicago	214.0	99.5	285.00
East St. Louis	200.0	93.0	6.15
Springfield	192.0	89.3	7.53
Moline-E. Moline-Rock Island	191.5	89.1	8.10

Indiana

★ South Bend	289.2	134.5	13.00
★ Fort Wayne	259.2	120.6	13.35
★ Evansville	225.0	104.7	11.43
★ Gary	220.1	102.4	10.64
Indianapolis	213.3	99.2	41.50
Terre Haute	205.4	95.5	8.22

Iowa

★ Sioux City	274.4	127.6	9.75
★ Des Moines	219.0	101.9	20.50
★ Cedar Rapids	217.2	101.0	8.16
Davenport	212.3	98.7	6.94

Kansas

★ Topeka	336.1	156.3	10.94
★ Wichita	325.0	151.2	19.50
★ Kansas City	260.0	120.9	8.75

Kentucky

★ Louisville	230.0	107.0	37.00
★ Lexington	223.5	104.0	8.14

Louisiana

New Orleans	209.3	97.3	38.48
Shreveport	204.6	95.2	10.40

Maine

★ Bangor	234.2	108.9	5.07
Portland	193.5	90.0	10.60

Maryland

★ Baltimore	222.4	103.4	100.25
Cumberland	211.1	98.2	7.88

Massachusetts

★ Holyoke	289.2	134.6	5.76
★ New Bedford	230.1	107.0	9.44
Worcester	201.3	93.6	20.10
Fall River	200.0	93.0	8.40
Springfield	191.5	89.1	19.25
Lowell	189.0	87.9	8.20
Boston	165.8	77.1	90.83

Michigan

★ Lansing	257.5	119.8	12.65
★ Jackson	245.0	114.0	7.12
★ Battle Creek	243.8	113.4	8.05
★ Kalamazoo	216.1	100.5	10.00
★ Grand Rapids	215.2	100.1	19.75
★ Flint	215.0	100.0	19.15
Detroit	211.9	98.6	155.50
Saginaw	203.8	94.8	9.25
Bay City	197.3	91.8	6.10
Muskegon	167.0	77.7	5.70

Minnesota

★ Minneapolis	221.5	103.0	66.10
St. Paul	211.7	98.5	33.47
Duluth	205.0	95.3	9.30

Mississippi

★ Jackson	280.0	130.2	9.25
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Missouri

★ Springfield	297.8	138.5	6.04
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SALES MANAGEMENT

RETAIL SALES AND SERVICES
(SM Forecast for October, 1946)

	City	Nat'l	\$
	Index	Index	Millions
Missouri (Cont.)			
★ Kansas City	223.4	103.9	50.00
★ St. Joseph	218.0	101.4	5.60
St. Louis	184.7	85.9	71.15
Montana			
★ Billings	223.3	103.9	3.57
★ Great Falls	219.0	101.9	3.85
Nebraska			
★ Omaha	242.2	112.7	23.00
Lincoln	194.1	90.3	7.50
Nevada			
★ Reno	285.1	132.6	6.53
New Hampshire			
Manchester	199.2	92.7	6.91
New Jersey			
★ Paterson	284.0	132.1	19.50
★ Passaic	221.3	102.9	9.22
Newark	190.4	88.6	60.00
Camden	184.5	85.8	11.25
Trenton	174.2	81.0	11.70
Jersey City-Hoboken	160.0	74.4	23.42
New Mexico			
★ Albuquerque	308.1	143.3	6.00
New York			
★ Hempstead Twp.	261.2	121.5	29.07
★ Binghamton	227.1	105.6	9.50
★ Schenectady	216.9	100.9	9.33
★ Niagara Falls	215.0	100.0	7.10
New York	213.8	99.4	540.00
Troy	202.0	94.0	5.77
Jamestown	201.5	93.7	3.75
Elmira	201.0	93.5	5.20
Rochester	200.3	93.2	32.50
Albany	191.0	88.8	13.00
Syracuse	190.5	88.6	19.85
Buffalo	182.6	84.9	44.58
Utica	170.1	79.1	8.50
North Carolina			
★ Durham	298.1	138.6	8.20
★ Asheville	289.5	134.7	7.93
★ Greensboro	260.1	121.0	6.35
★ Charlotte	258.4	120.2	13.25
★ Winston-Salem	225.5	104.9	5.78
Raleigh	172.2	80.1	4.61
North Dakota			
★ Grand Forks	294.6	137.0	3.20
★ Fargo	222.7	103.6	4.75
Ohio			
★ Akron	284.0	132.1	30.00
★ Warren	250.4	116.5	4.90
★ Dayton	250.0	116.3	29.25
★ Cleveland	226.1	105.2	98.50
★ Columbus	218.8	101.8	35.00
★ Zanesville	218.1	101.4	4.55
★ Toledo	216.0	100.5	30.50
Canton	207.3	96.4	11.30
Cincinnati	199.2	92.7	55.42
Springfield	199.3	92.7	6.68
Youngstown	197.5	91.9	19.00
Steubenville	174.2	81.0	4.49
Oklahoma			
★ Muskogee	216.2	100.6	4.00
Oklahoma City	202.0	94.0	25.47
Tulsa	196.5	91.4	18.40
Oregon			
★ Salem	285.0	132.6	4.65
★ Portland	253.2	117.8	47.50

RETAIL SALES AND SERVICES
(SM Forecast for October, 1946)

	City	Nat'l	\$
	Index	Index	Millions
Pennsylvania			
★ York	242.2	112.7	7.50
★ Chester	240.0	111.6	8.00
★ Erie	227.1	105.6	10.72
★ Altoona	218.7	101.7	7.80
Allentown	205.0	95.3	10.25
Wilkes-Barre	201.5	93.7	7.98
Lancaster	193.5	90.0	7.88
Pittsburgh	191.0	88.8	74.25
Philadelphia	190.5	88.6	175.00
Harrisburg	190.2	88.5	9.93
Johnstown	187.1	87.0	7.10
Williamsport	184.6	85.9	4.35
Scranton	171.7	79.9	9.85
Reading	161.4	75.1	10.05

RETAIL SALES AND SERVICES
(SM Forecast for October, 1946)

	City	Nat'l	\$
	Index	Index	Millions
Texas (Cont.)			
★ Amarillo	254.1	118.2	5.30
★ Wichita Falls	245.0	114.0	4.50
★ Austin	241.4	112.3	7.10
★ Beaumont	240.2	111.7	6.40
Galveston	192.5	89.5	4.92

Utah

★ Ogden	288.6	134.2	7.40
Salt Lake City	210.1	97.7	20.37

Vermont

★ Burlington	193.5	136.5	3.70
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Virginia

★ Portsmouth	373.3	173.6	6.00
★ Norfolk	257.0	119.5	17.53
★ Newport News	225.0	104.7	4.81
★ Richmond	223.1	103.8	26.50
Roanoke	212.0	98.6	6.85
Lynchburg	183.2	85.2	6.60

Washington

★ Tacoma	271.0	126.0	18.85
★ Seattle	249.6	116.1	60.00
★ Spokane	230.8	107.3	18.10

West Virginia

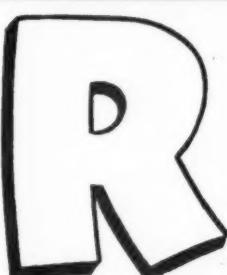
★ Huntington	227.0	105.6	7.70
Charleston	207.4	96.5	9.60
Wheeling	157.5	73.3	6.68

Wisconsin

★ Milwaukee	250.7	116.6	58.50
Sheboygan	238.3	110.8	4.00
Green Bay	235.3	109.4	5.80
Madison	234.8	109.2	8.50
La Crosse	228.0	106.0	4.45
Superior	223.4	103.9	2.98
Manitowoc	216.5	100.7	3.05

Wyoming

★ Cheyenne	247.0	114.9	3.10
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IS FOR ROHM & HAAS

... and Rohm and Haas is another of

the outstanding industrial firms whose large payroll each week helps to make Knoxville one of the South's fastest-growing markets. You can reach this rich market through . . .

WROL
KNOXVILLE

NBC FOR EAST TENNESSEE • JOHN BLAIR & CO., REPRESENTATIVES



LONGER YARDSTICK . . . Three comprehensive surveys patterned on original *Milwaukee Journal* consumer analysis show pantry shelf likes and unlikes in four cities.

Media and Agency News

NEWSPAPERS

The *Columbus Dispatch*'s new localized Sunday roto magazine, still less than a year old, attracts a higher percentage of the newspaper's readers than any other section of the paper. Also, the newspaper's roto section is still being read, or is being preserved for future reading, days after the rest of the Sunday paper has been discarded. These were two of the outstanding conclusions reached in a cross-section survey conducted by the Columbus Institute of Public Opinion for the publishers of *The Columbus Dispatch*, to determine the reception being accorded the localized roto magazine which made its first appearance in October of last year. The survey, drawing answers from all the varying social strata, revealed that 90.3% of the men and 88.5% of the women read the magazine. Pictures were shown capturing greatest interest. Recipes led the textual matter in reader interest, attracting 56.3%. Lending attractiveness to the recipe layout, however, was a color food illustration that drew the eyes of 93.1% of the paper's readers. The interest in food carried across into the advertising angles of the survey, the food store advertisement adjacent to the recipe section registering a 52.1 medium for second position on the

list. First place was a department store color insertion on the back cover which was scanned by 67.3% of the readers.

George Grinham, local advertising manager of the *St. Louis Globe Democrat*, is appointed vice-chairman of the Retail Committee of the Bureau of Advertising, A. N. P. A. Other new committee members named to fill vacancies are: George Steele, of the *Philadelphia Bulletin*, now heading the Sub-committee on Finance;

ON HAND . . . for first broadcast of *The Christian Science Monitor*'s new series over ABC are: standing, John T. Madigan, National News Editor, ABC; R. S. Humphrey, president, H. B. Humphrey Co.; John H. Hoagland, *Monitor* manager; at microphone for his commentary, Erwin D. Canham, editor.

Louis E. Heindel, advertising director of the Madison, Wis., newspapers; Earl Gaines, advertising director of the *Pittsburgh Press*; and Harold Manzer, advertising director of the *Worcester Telegram-Gazette*.

MAGAZINES

At the annual meeting of the National Publishers Association, Walter D. Fuller, president of Curtis Publishing Co., was elected president. The following officers were also elected for a term of one year: Howard Erlich, McGraw-Hill Publishing Co., vice-president; Albert E. Winger, Crowell-Collier Publishing Co., vice-president; F. L. Wurzburg, Conde Nast Publications, secretary; Arthur S. Moore, Hearst Magazines, Inc., treasurer. The following directors were elected for a term of three years: James F. Barton, *American Legion Magazine*; R. E. Berlin, Hearst Magazines, Inc.; Fred Bohen, Meredith Publishing Co.; Walter D. Fuller, Curtis Publishing Co.; Albert E. Winger, Crowell-Collier Publishing Co.; F. L. Wurzburg, Conde Nast Publications; Arthur S. Moore, Hearst Magazines, Inc.; Marvin Pierce, McCall Corp.; Gardner Cowles, *Look Magazine*.

The annual report to stockholders of Macfadden Publications has been awarded first place among the publishing reports, Weston Smith, vice-president of *Financial World* and director of the magazine's annual survey of stockholders' reports, announces.

Charm Magazine's first annual awards in its Charm Fellowship Plan this year have been bestowed upon three young fashion designers from Waco, Texas, Brooklyn, N. Y., and



SALES MANAGEMENT

If your product produces profitable RESULTS for the Railroad Industry . . .

Heres the Place to talk

EFFICIENCY—ECONOMY—PROFITS

... to the men who: Formulate Railway Policies • Assume Responsibility for Efficient and Safe Railway Operation • Initiate Buying Programs • Authorize Appropriations and Purchases •

THESE railway executives, financial, operating, traffic, and purchasing officers are the men whose main interests are centered on passenger comfort, shipper satisfaction, time and labor saving systems, economy of operation, and high standards of performance all along the line—as such factors influence the quarterly balance sheet!

The difference between their interests in products bought by the railroad industry and the interests of the men further down the organization chart is

The editors talk methods—you can talk about YOUR SPECIFIC PRODUCT.

For example, a recent issue of *Railway Age* gave its executive readers the following product information:

An editor, writing about "Factors Affecting Economics of Welding," said, "Design is important in new welded railroad structures . . . the welded design with the least weld metal is the best."

And an advertiser wrote specifically about "better, faster, more economical methods of performing maintenance-of-way operations with the oxyacetylene flame and arc welding."

Another editorial article told about "railways using more fire-retardant treatment for all lumber and timber, providing insurance against a fire crippling terminal facilities."

A manufacturer's message concerned pressure-treated wood, with information about "low first cost and minimum maintenance; ease and speed of erection; resistance to corrosion from fumes and dampness; and all-around durability."

If your product adds to their overall efficiency, they want to know about it.

The readers of *Railway Age* are less interested in complete stories about a product's component and how it is made than they are in how to save dollars on one operation . . . how to get a shade more

sharply defined by the editorial character and viewpoint of *Railway Age*.

All four Simmons-Boardman publications (illustrated below) talk of new developments, new systems, and new methods.

But *Railway Age* veers away from the details of plans and installations—concentrates on the end-results; the efficiencies; the economies; the revenue producing possibilities.

efficiency out of another operation (even at higher initial cost).

It's their job to add up a lot of little savings and improvements to a net result of increased profits for the road.

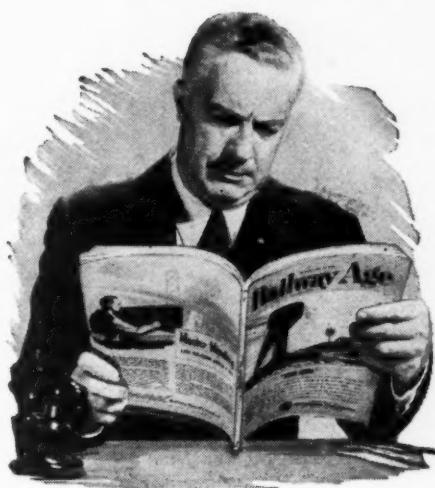
So, if you have a product with real solid end-result benefits for the railroad industry, advertising in *Railway Age* is the place to talk about its efficiencies, economies, revenue producing possibilities. That kind of helpful advertising in *Railway Age* will influence the men who formulate railway policies, assume responsibility for efficient and safe railway operation, initiate buying programs and authorize appropriations and purchases.

SIMMONS-BOARDMAN PUBLISHING CORPORATION

30 Church St., New York 7, N. Y.

105 W. Adams St., Chicago 3, Ill.

530 W. 6th St., Los Angeles 14, Calif. National Press Bldg., Washington 4, D. C. Terminal Tower, Cleveland 13, Ohio
300 Montgomery St., San Francisco 4, Calif. 1038 Henry Bldg., Seattle 1, Wash. 2909 Maple Ave., Dallas 4, Texas





VICTOR I. CRAIG is appointed associate manager of McGraw-Hill's Atlantic District, office Boston.

Bloomington, Ind. In a nation-wide tour, the winners have not only studied the fashion trends of various areas, but the cultural and historical backgrounds as well. Visiting principal cities on the Pacific Coast, the South, Middle West, and East, the winning designers climaxed their tour in New York City. Forums were in the principal cities and planned especially to acquaint the winners with the problems a business girl faces in the matter of dress, limited as she is by occupational and budget requirements. Intensive coverage of the fashion market, visits to department stores and shops, and visits with leading designers were on the itinerary.

national fur markets in London, Montreal, and Leningrad. The purchase supplements the publication *Fur Fashions*, and both in turn are supplemented by the syndicate and merchandising services of Vincent Edwards & Co. William J. Brett, for more than 20 years editor of *Fur Trade Review*, continues in that capacity, with supervisory duties on *Fur Fashions*.

reading habits was conducted by Commercial Services, Inc., Detroit, for Walker & Co., Detroit and Michigan outdoor advertising plant operator, and John Donnelly & Sons, New England outdoor firm. Size and character of the samples indicate a genuine cross-section of each market in terms of age, sex, and income group. The sample consisted of 1,000 personal calls in Detroit homes, another 1,000 in Boston, and 426 in Portland, Me.

In the three-market average 90.7% of all men interviewed and 90.4% of all women answered "Yes" to the question: "Do you read outdoor advertising?" The breakdown by cities shows 88.5% for Boston, 88.3% for Portland, and 93.6% for Detroit, men



COLUMBIA BROADCASTING SYSTEM names Earl H. Gammons and Howard S. Meighan new network vice-presidents.

and will be headed by Bernard Babi and Albert Assael.

Export advertisers are making use of color appeal to Latin American consumers, according to *Norte's* interpretation of its own lineage. In 1946 these advertisers are using 196 pages of color, a 17% increase over last year. An 85% increase in overall lineage carried, based on the magazine's 1944 figures, *Norte* credits to its use of the large-size page, quality reproduction, and readership.

The Architectural Forum announces, effective with its April 1947 issue, a new circulation guarantee of 60,000, an increase of 14,000. Also, the subscription price will be increased from \$4 to \$5.50. . . . The 1947 Notions Manual, aid to merchandising buyers and executives and to store managers, will be issued October 1 as a separately bound section of the Variety Store Editions of *Chain Store Age*. A month later the Lebhar-Friedman publication will publish a Hardware & Housewares Manual, also bound separately. This manual will be used by buyers and other key executives who order merchandise and supervise operations, and by store managers and store personnel as an aid to selling, stock-handling, and display.

Victor Grande is appointed associate editor of the new *Detective Magazine*, Macfadden Publications. . . . Louise Whitney joins the staff of *Cosmopolitan* as merchandise editor. . . . Grace White is new foods editor of *Family Circle*.

BUSINESS MAGAZINES

Vincent Edwards, Inc., announces the purchase of *Fur Trade Review*, established in 1873, the third oldest business magazine in America. The publication is edited weekly for retailers and manufacturers, as well as skin dealers, processors, and the inter-

and women together. Performance of specific poster copy against this total readership, based on recognition, showed a range from 48.8% for an anti-freeze product to 81.5% for a soft drink. Study of the frequency of readership of outdoor advertising (in general—not on specific copy or campaigns) shows that average readership seems to be about one and one-half times per day in the three cities studied. Women read on an average of once daily; men twice.

Readership and frequency of readership were shown both by income groups and by age divisions. The latter category indicated that outdoor



RICHARD W. SMITH, after Army service, has rejoined The Griswold-Eshleman Co., Cleveland agency.

*Announcing
A New Jewel
In Good Will Advertising*

**A GIFT THAT HAS
EVERYTHING**

ADVERTISING VALUE...

EYE APPEAL...

LONGEVITY...

QUALITY...

UTILITY...

**A
NEW RULE
AND
PAPER WEIGHT
WITH CALENDAR
FOR 6 YEARS**

Created by a Distinguished
Industrial Designer

Calibrated to 1/16 inch with high degree of
precision. Slide Magnifier—Square Lucite
Lens comparable to finest optical glass.

Made of highly polished aluminum—finished with
the same skill and craftsmanship as fine silverware.

PRICES

25 — 4.25 each	250 — 3.50 each
50 — 3.75 each	500 — 3.40 each
100 — 3.60 each	1000 up — 3.25 each

Prices include your "ad" on 1 line (not exceeding 8 inches)

Orders placed IMMEDIATELY will be shipped in time for you
to distribute before the Christmas Holidays.

ADVERTISING CORPORATION OF AMERICA
TWO PARK AVENUE

NEW YORK 16, N. Y.

OPPORTUNITY for Young Man Capable of Becoming SALES CONSULTANT in Pharmaceutical Industry.

Must have sales supervisory experience and have participated in development of sales programs in ethical division of pharmaceutical industry. This job will not pay a big salary to start but will pay a fair salary based on actual experience, and offers an opportunity to become a key man in an ethical marketing organization.

Give complete background data, including details of experience, in reply.

Box No. 2348, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y.

SALES MANAGER WANTED

BASIC QUALIFICATIONS—Adequate background of training in modern sales methods; experience handling a Sales Department and a widespread Distributor organization; experience with marketing of units having high unit costs; as much aircraft background as possible, which may include military experience or private flying experience; unblemished personal reputation.

BASIC OPPORTUNITY—Chance to head either Export or Domestic Sales Department of established aircraft manufacturer with world-wide distribution and unexcelled products enjoying highest reputation. Salary in low five-figure bracket to start with further increases to depend on ability and performance.

Write full details in first letter if possible.

**Box 2349, SALES MANAGEMENT,
386 Fourth Ave., New York 16, N. Y.**

HELP WANTED

Sales Manager for automotive heater division of well established manufacturer. Prefer man 30-35 years old with experienced background as automotive specialty salesman, jobber salesman or man who has been district or sales manager of automotive after market products manufacturer. Opportunity for good man to grow in this new division of the company. Send complete details of past experience. **Box No. 2346, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y.**

National Sales Manager needed by long-established, Ohio manufacturer of nationally advertised, universally used product sold through mill supply, hardware, marine and automotive jobbers. Preferably about 40 years old with wide acquaintanceship in one or more of these fields and with past earnings of around \$10,000 and ambitious to earn more. Travel 50 per cent of time. Our organization knows about this advertisement. **Apply Box 2350, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y.**



PRINCIPALS . . . William L. Day, John V. Tarleton, and F. D. Duke (l. to r.) announce the opening of offices in New York City for new agency, Day, Duke & Tarleton, Inc.

advertising is read most frequently during the years of acquisition, and with almost equal frequency by all age groups under 60.

This survey, according to C. D. Blessed, president of Walker & Co., is the first of a continuing study which will analyze and refine data on outdoor readership.

TELEVISION

The color television equipment of Columbia Broadcasting System has successfully demonstrated its use in telecasting live subjects. Models showing brilliantly hued scarves, fighters sparring, an entertainer singing, and oil paintings by three of the best French moderns were picked up by the new live camera equipment, including an orthicon tube, transmitted over wire, and shown in a fully lighted room. Implicit, for the future of color telecasting, in the subjects used by CBS, were the powerful selling appeal of any product not black and white, the added appeal color gives to sporting, cultural, and entertainment programs.

The new live camera equipment, designed for studio work, is suitable for commercial manufacture, according to CBS officials. Within the limits of the demonstration the test proved that "live pickup is capable of producing color pictures of superb faithfulness," and that "color breakup is not discernible."

Based on manufacturing amounts annually of 500,000 and over, color television receiving sets may be sold for 15% more than comparably sized black and white sets. Production of color sets, it was predicted, will start in 1947.

AGENCIES

The American Association of Advertising Agencies has appointed a special committee to explore, jointly with a similar committee from the Association of National Advertisers, the possibility of improving public understanding of the American busi-

ness system through advertising. Members of the committee are: J. C. Cornelius, Batten, Barton, Durstine & Osborn, Inc., chairman; Kenneth W. Akers, Griswold-Eshleman Co.; Don Belding, Foote, Cone & Belding, Inc.; James H. S. Ellis, Kudner Agency, Inc.; Clarence B. Goshorn, Benton & Bowles, Inc. Ex-officio members are Sigurd S. Larmon, Young & Rubicam, Inc., chairman of the A. A. A. A. board of directors, and Frederic R. Gamble, A. A. A. A. president.

The Kudner Agency, Inc., is opening offices in Los Angeles on October 1. . . . Courtenay J. Moon joins McCann-Erickson, Inc. . . . Miss Van Davis is elected a vice-president of Ellington & Co., Inc. . . . Vice-president Kenneth D. Stewart is elected to board of directors of Ruthrauff & Ryan, Inc. . . . Hugh H. Graham & Associates, Inc., is the new New Britain, Conn. agency established with Hugh H. Graham as president, J. Roy McLennan as secretary, and Edward J. Lush as vice-president.

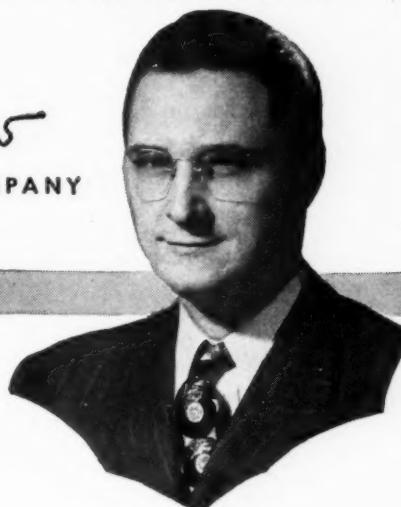
Accounts: Jantzen S. A., Argentine manufacturer of Jantzen swim suits, to Buenos Aires offices of McCann-Erickson, Inc. for its Argentine advertising. Assa Limitada, manufacturers of metal office furniture and importers of industrial equipment, to the same agency. . . . Timken Roller Bearing Co., Canton, Ohio, to Batten, Barton, Durstine & Osborn, Inc. . . . The Wayside Gardens Co., Mentor, Ohio, to Fuller & Smith & Ross. . . . Boller Beverages, Elizabeth, N. J.; Columbia Protektsite Co., manufacturer of sun glasses, combs, and other plastic products, Carlstadt, N. J.; N. L. Malstrom, lanolin and wool grease processors, Brooklyn, N. Y., to A. Lewin Co. . . . Philadelphia Leather Goods Corp. to J. M. Korn & Co.

SALES MANAGEMENT

"Based on actual results we are renewing our schedule in The Rotarian"

Says *David H. Darrow*

SALES MANAGER, BELTONE HEARING AID COMPANY



NOW AN AMAZINGLY SMALLER HEARING AID

NEW Beltone (ONE-UNIT) MONO-PAC

THIS IS ALL YOU WEAR

ONE UNIT
About 1/3
Size of
Old Style
Hearing
Aids—Hardly
larger than
a deck of
cards

More people wear the Beltone Mono-Pac than all other one unit hearing aids combined. Learn WHY... and get startling new facts on deafness in fascinating FREE booklet. How deafness "creeps up on you"—how it can be overcome—and how this remarkable new Beltone Hearing Aid has helped thousands to hear again.

FREE BOOKLET ON DEAFNESS

Beltone Hearing Aid Co.
Beltone Building, Dept. R-10
1450 W. 19th St., Chicago 8, Ill.
Please rush FREE booklet containing the facts about deafness and what can be done to overcome it.

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Street _____
Town _____ State _____

Reproduction of a one-half column advertisement from The Rotarian prepared and placed by H. M. Gross Company, Chicago, advertising agency for Beltone.

"As we have advertised in your magazine every month for the last year, it might be interesting to you to know why we have continued with you so consistently.

"Although inquiry cost from The Rotarian is not the lowest on our list, our dealers have found the quality of the inquiries is very high. The business executives who read your magazine have the money to buy what they need and have proven to be excellent prospects for us.

"We are pleased to advise you that, based on actual results, we are renewing our schedule in The Rotarian for another year."

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Beltone, like other national advertisers, has profited from reaching the executive audience served by The Rotarian. These men buy and influence buying for their businesses, their homes, and their communities. The Rotarian gives you *leader-reader interest*. Net paid circulation (ABC) for June, 1946, was 230,201—and still growing.

A new and comprehensive survey, just completed, reveals interesting facts and figures about the buying power and influence of this important audience. Ask for a digest of these facts titled "A Typical Reader" . . . no obligation.

THE Rotarian

35 East Wacker Drive, Chicago 1, Ill.

New York Office: 125 East 46th Street
New York 17, New York

Pacific Coast Office: 601 Market Street
San Francisco 5, California

ABC

COMMENT

SALESMAN UNIONS DO'S AND DONT'S: Union drives are spreading through every industry and profession, and the field of selling is not immune. Currently there is new emphasis on organizing white-collar workers.

CIO's United Office and Professional Workers has merged with the International Federation of Architects, Engineers, Chemists and Technicians to lend greater effectiveness to the campaigns of both unions. At the same time the AFL's Office Employes International Union and its International Federation of Technical Engineers, Architects and Draftsmen Union will compete in the race for the same employees. Salesmen are being organized by industry-wide unions (insurance, liquor, as examples) while those who drive and deliver are likely to be brought in under some branch of a teamster's union.

More and more sales managers ask us, "what can we do to stop our men from joining a union?"

Legally they can do nothing. If a salesman wishes to join a union, that is his right and privilege. If enough of them have that wish and exercise that right, they can ask for an election, and if they win, their union can have exclusive bargaining powers.

But—what they *can* do is to remove the sore spots. Where there are many sore spots—inadequate compensation, bad hours, insecurity, unsatisfactory working conditions—the odds favor the organizers. When there is no basis for legitimate grievances the odds run strongly against the organizers. Last year the sales director of one company whose salesmen are organized, put it this way: "We asked for it—and we got it. There isn't a single thing which the union has forced us to do which we shouldn't have done voluntarily."

A union man said this: "It is difficult to organize a sales force. Many salesmen are so well paid that they cannot see how a union can help them. Those and many others, especially ones working under an incentive pay plan, consider themselves as independent businessmen. And *most* of them are hard to get at, scattered all around the country instead of concentrated in a large factory."

So the odds are greatly against unionization if there are no causes for grievances. Sales executives have come to expect unionization of factory workers, but most of them show a hurt, puzzled expression if they learn that their salesmen are flirting with the idea. "Why, they can't do this to me! They have all the opportunity in the world! Why should they want to join a union?"

Well, many of them *are* interested in the idea, and it would seem to be prudent management to set up a review committee, with one or more salesmen represented on it, to study all the company practices and policies which concern salesmen. Maybe there are some sore spots which could and should be rubbed out.

"What can we say to our salesmen about unions which won't be interpreted by the National Labor Relations Board as 'intimidating' our men?" is a frequently asked question.

Other Things the S. M. Can Do . . .

You can say more than you could have said a few years back. The employer's right of free speech under the Wagner Act is slowly but surely receiving larger scope. Labor experts believe that as the Act is even more widely applied, and labor organizations become stronger, the employer's freedom of expression will be allowed to grow.

But you can't threaten to fire a man if he joins a union. You can't punish him by transferring him to a less desirable spot or cutting his pay. You can't single him out for a war of nerves—subjecting him to closer observation than the other men or demanding greater achievements. Such actions would be considered "interference" or "coercion" just as surely as the statement, "quit the union or you'll be fired." You can't say, "the union is just a bunch of racketeers trying to collect your dues." You can't say, "we'll close up shop before we allow our sales force to be unionized." You can't say, "if the union gets in you fellows are going to lose a lot of the benefits you now have."

Both *what* you say, and the *manner* of saying it will be considered by the N.L.R.B. if the case ever gets there. Intemperate language, abuse, vilification of unions, would most likely be judged as coercive or intimidating.

It is safest for an employer to speak his mind on union matters only when his opinion is requested or he is asked for facts, or when the union makes damaging statements about him, says the Research Institute of America in a pamphlet study titled, "Facing a Union Drive."

This quotation from the study would seem to apply to salesmen: "A statement made to a group of employers of higher intelligence, fully aware of their rights, may not be held to have the same coercive effect as the same statement made to a group less informed of its rights."

If it comes right down to an election, statements as strong as this have been held legal (in the absence of any unfair practices):

"You have to ask yourself why it is that total strangers all of a sudden have become so interested in your welfare? Who are they? And what have they done? And what more can they do for you than you have already done for yourself? You have to ask yourself whether the management of the company that built this factory, that bought material, that bought machinery and that provided these jobs, you have to ask yourself, I say, whether or not this management is best for you in the long run. You have to decide whether your interests and the company's are the same."

And of course you will not be running afoul of the Wagner Act if in your talks with salesmen, in bulletins, in house organs, you play up constantly the advantages, the benefits, which your company offers. While you are doing that, how about surveying *all* of your policies and practices, with a view to correcting any *bad* things—*before* a union moves in and crams them down your throat?